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ABSTRACT

This document includes nearly 700 brief abstracts of works published in 1975 that are relevant to the field of organizational communication. The introduction presents a rationale for the project, a review of research methods developed by the authors for the preparation of abstracts, a statement of limitations as to the completeness of the coverage and the classifications employed, and information on the format of the publication. The abstracts are grouped according to nine topical classifications, including interpersonal, intragroup, and intergroup communication in organizations; communication factors and organization goals; skill improvement and training in organizational communication; communication media in organizations; communication system analysis; research methodology; and texts, anthologies, reviews, and general bibliographies. Within each classification, abstracts are divided into two categories: books and dissertations; and articles, papers, and United States government publications. (GW)

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ORGANIZATIONAL COMMUNICATION ABSTRACTS—1975

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FOREWORD

Considering the apparent success of *Organizational Communication Abstracts 1974*, the objectives of the present work will continue to be the same. The objectives are again threefold: (1) to provide a general structure for students, scholars, and practitioners to obtain comprehensive information on recently published and unpublished literature in the field of organizational communication, (2) to continue the implementation of the classification system for the literature of organizational communication, and (3) to provide abstracts of the literature for the year 1975 in the form of a classified and annotated bibliography.

The presentation includes a rationale for the project, a review of research methods employed by the authors and contributors including limitations, a statement about changes in this edition and plans for future publications of abstracts.

The main body of this document consists of nearly 700 annotated abstracts intended to represent the literature produced in 1975 relevant to the field of organizational communication. The abstracts are divided into nine classifications and each classification is further divided into two subclassifications: (1) books and dissertations, and (2) articles, papers, and U.S. Government publications.

This project has been supported by the officers and directors of the American Business Communication Association and the International Communication Association. In particular, the following persons devoted their valuable time and thought to the idea of abstracts of organizational communication literature: George H. Douglas, editor of *The Journal of Business Communication*; Francis W. Weeks, Executive Director of the American Business Communication Association; and Gerald Goldhaber, Vice-President, Division 4, International Communication Association. Mrs. Louise Steele of the American Business Communication Association served as copy editor. Without their interest, encouragement, and cooperation, these annual volumes of abstracts would not have developed or published.

INTRODUCTION

Because of the eclectic nature of the field of organizational communication, it is extremely difficult to pinpoint its essence. To define the field in a concise, coherent framework has been embarrassingly troublesome. Writing pertinent to organizational communication has been done in fields such as speech communication, organizational behavior, management, personnel, organizational theory, sociology, psychology, education, and labor relations, to name a few. Consequently there is little cross-fertilization of literature from various fields. A substantial number of writings are being generated but they have generally been limited to a single discipline. Historically, there has been little concerted effort to classify the relevant areas of the field of organizational communication nor has there been an effort to provide a structure for a comprehensive information source.

Research Methods

The Classification System

After reviewing various classification systems, and benefiting a great deal from previous work in this field, the following taxonomy was adopted:

Interpersonal Communication in Organizations
Intragroup Communication in Organizations
Intergroup Communication in Organizations
Communication Factors and Organization Goals
Skill Improvement and Training in Organizational Communication
Communication Media in Organizations: Software and Hardware
Communication System Analysis in Organizations
Research Methodology in Organizational Communication
Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication

Table 1 contains a detailed definition of each of the classification titles.

Table 1

ORGANIZATIONAL COMMUNICATION LITERATURE DEFINITIONS OF CLASSIFICATIONS

Interpersonal Communication in Organizations

Literature analyzing factors relative to the interpersonal situation in the organization, originating in the dyadic relationship, the workgroup, or in conferences.

Factors analyzed may include credibility, trust, status, nonverbalization, knowledge, cognitive similarity, roles, redundancy, feedback, listening, semantics, etc.

Topics in this classification include superior-subordinate relationships, transactional analysis, counseling, conflict, behavior, perception, human relations, managerial style, personal characteristics of managers, and certain works relative to management by objectives.

Intragroup Communication in Organizations

Literature including the above-indicated dimensions of interpersonal communication but distinguished by the fact that the interacting parties are members of the same group.

Groups analyzed include specific functional departments, line, staff, labor, management, consumers, government bodies, etc.

Topics in this classification include participation, conflict, group-size, individual behavior in groups, and group productivity.

Intergroup Communication in Organizations

Literature including the above-indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of different groups.

Groups involved may be different departments in the same organization, line-staff, labor-management, organization-customers, government-taxpayers, etc.

Topics in this classification include coordination, collaboration, inter-organizational conflict, negotiation, effects of hierarchical organization, influence of interest groups, and external communication.

Communication Factors and Organization Goals

Literature analyzing the influence of causal communication factors on the intervening and end-results organization variables.

Causal communication factors include communication attitudes, communication satisfaction, and communication planning, including motivation via communication.

Intervening and end-result variables include organizational performance, morale, conformity to plans, adaptability including organization change, and productivity.

Contains all studies primarily concerned with the influence of communication on organizational effectiveness.

Topics in this classification include organizational climate, job satisfaction, decision-making, problem-solving, management by objectives,

participation, leadership, motivation, innovation, change, adaptability, and productivity.

Skill Improvement and Training in Organizational Communication

Literature concerned with communication skill improvement, verbal, written, and nonverbal, including public speaking, meetings, group process, writing skills, listening, and interpersonal skills as in selling, interviewing, and counseling.

Includes training programs, training needs, training materials, training techniques, learning principles, training course syllabi and descriptions.

Topics in this classification include training laboratories, games, role playing, programmed instruction, discussion techniques, and the use of film and videotape.

Communication Media in Organizations: Software and Hardware

Literature concerned with one or more phases of the media as the primary element of study in relation to the fundamental communication variables and their effectiveness.

Communication media relates to both software and hardware including oral media, written media, telephonic media, audiovisual media, electronic media, and nonverbal media.

Topics in this classification include document retrieval systems, information systems, computer capabilities, and management by objectives as a technique.

Communication System Analysis in Organizations

Literature concerned with case studies of the overall organization or with subunits thereof: communication evaluation, audit or examination of effectiveness; communication networks; communication direction, upward, downward, horizontal; communication diffusion, as in grapevine studies, or ecco analysis studies; and other forms of organization communication analysis including organization development studies.

Topics in this classification include communication network structures, information requirement analyses, data base models, management analysis of communication, change-agent topics, general systems theory, cybernetics, and certain organizational climate studies.

Research Methodology in Organizational Communication

Literature concerned with research instruments, scales, tests, needs, and validation reports.

Includes field research strategies, problems, techniques, and specialized bibliographies restricted to this class.

Texts, Anthologies, Reviews, and General Bibliographies Relative to Organizational Communication

Literature that may be regarded as a text, collection of outstanding writings, or general bibliography.

Includes interpretative literature reviews relevant to the areas for research, shortcomings of research, etc.

Excludes texts, anthologies, reviews, and bibliographies devoted to only one of the other classifications. Such specialized works are classified under the particular area concerned.

Two standard subclassifications were selected to segregate the larger works of books and dissertations from the briefer writings found in articles, papers, and U.S. Government publications. A glance at the annotated references will indicate that books and dissertations have been listed first under each major class, followed by articles and papers related to that same class.

Time Period Covered

As was done last year, the literature appearing in the year 1975 was liberally interpreted as the period October 1, 1974 through September 30, 1975 so that editing and publication could be completed by midyear 1976.

It is important at this point to emphasize, as we did last year, the unique problems encountered by limiting ourselves to abstract services. Due to the sheer mass of work involved in reviewing all periodicals, books, dissertations, and unpublished papers, it was decided that maximum use should be made of existing abstract services, but where deficiencies were realized, individual periodicals would be reviewed and abstracted by committee members. Thus, where the original publication is not the source of the abstract, and where a committee member is using an abstract service (e.g., *Dissertation Abstracts International*), the October 1, 1974 through September 30, 1975 dates refer to the dates of publication of the particular abstract service. Consequently, this means that our abstracts for the year 1975 have many 1974 and some 1973 and 1972 dates because these items of literature were first abstracted by the service consulted during the months of October 1974 through September 1975. Hence, the research method results in providing abstracts for writing prior to 1975, in some cases, and does not provide abstracts for some writings published in 1975 because such writings have not as yet been abstracted.

Investigations of the Literature—Sources

Each member of the committee had one or more areas of the literature to investigate, reference, annotate, and classify. The literature divisions are listed below, with reference to the com-

mittee member responsible, and the sources utilized for the preparation of annotated abstracts.

Books:

Charles Tardy, University of Iowa
Sources: *General Index of Periodicals, University of Iowa; Subject Guide to Forthcoming Books*, (New York: Bowker, 1975); book reviews and advertisements in response to letters forwarded to the major publishers of books on communication.

Raymond L. Falcione, University of Maryland
Sources: *Communicontents*, a monthly publication containing abstracts of books in the field of communication, edited by N. K. Perrill and Jerry Buley, Arizona State University, Tempe, AZ; book reviews in various related journals.

Dissertations:

Howard H. Greenbaum, Motor Parts Industries, Inc.
Sources: *Dissertation Abstracts International, Humanities and Social Sciences*, October 1974-September 1975. Each monthly issue was examined for dissertations relative to organizational communication sponsored by the following disciplines: Business Administration, Economics, Educational Administration, Public Administration, Sociology, and Speech.

Published Articles:

Robert M. Carter, General Motors Institute
Sources: Periodicals listed in Robert Carter's *Communication in Organizations: An Annotated Bibliography and Sourcebook*, (Detroit, MI: Gale Research Co., 1972); and articles referenced in *Applied Science and Technology Index*, *Business Periodicals Index*, *Engineering Index*, *Personnel Management Abstracts*, and *Public Affairs Information Service Bulletins*.

Cal W. Downs, University of Kansas
Sources: *Academy of Management Journal*, *California Management Review*, *Human Relations*, *MSU Business Topics*, *Organizational Dynamics*, *Organizational Behavior and Human Performance*, and *Public and Personnel Management Journal*.

Raymond L. Falcione, University of Maryland
Sources: *Management Review*, *Personnel*, *Personnel Journal*, *Personnel Psychology*, and *Harvard Business Review*.
Current Index to Journals in Education, (New York: Macmillan Information, Macmillan Publishing, 1974, 1975). From indexing and abstracting supplied by the Educational Resources Information Center (ERIC), the *Current Index to Journals in Education* currently covers more than 700 publications of interest to the field of organizational communication as well as regional and national journals concerned with communication generally.

Norman R. Page, California State University, Fullerton
Sources: *Business Periodicals Index, Psychological Abstracts, Personnel Management Abstracts.* This search was limited to articles relative to organizational communication technology, and included personal correspondence with the known specialists in this area.

Unpublished Papers:

Raymond L. Falcione, University of Maryland
Sources: *Research in Education*, (Washington, D.C.: U.S. Government Printing Office, 1974, 1975). Unpublished papers were selected from the monthly volumes of *Research in Education*, sponsored by the Educational Resources Information Center (ERIC). Full texts of the documents indexed in *Research in Education* are available on microfiche in research libraries or directly on order from EDRS, P.O. Box 190, Arlington, VA 22210.

U.S. Government Publications:

Raymond L. Falcione, University of Maryland
Sources: *Package Index for Government Test and Evaluation Reports*—Field of Interest No. 5 (Behavioral and Social Sciences) printed by the Government Printing Office, and published by the National Technical Information Service, Department of Commerce, Washington, D.C.

Research Limitations

Contents of Bibliography

Obviously, there are inherent reasons why many published and unpublished writings have not come to the attention of the research group. *Unpublished* papers may not appear here because they were not processed by the ERIC organization and published in abstract form during the period October 1974 through September 1975. In some cases, the papers may not have been presented to ERIC, and if presented, not accepted for publication. In other cases, the papers may have been accepted but are scheduled to appear in a monthly issue of *Research in Education* subsequent to September 1975. If the work of this research continues, which hopefully it will, these latter abstracts will be encountered and included in the next publication.

In the area of *published* writings, our general procedure of using existing abstract services has led to the condition where we do not report certain works published in 1975 since they have not yet been abstracted by the reference employed, and we do report works finished in 1974, 1973, and even 1972, where the authors delayed submitting abstracts. Again, this kind

of limitation can be minimized by the consistent application of the principle of utilizing abstracts published by other sources, continuing to request books from publishers, and keeping abreast of the recent book reviews.

Classification of Abstracts

The classification system for the categorizing of the literature admittedly has shortcomings, and this is subject to a good deal of discussion. We decided not to make changes in the classification system this year because we wanted as much input as possible from the committee members and other colleagues in the field prior to any changes. However, some changes and additions have been made in other areas which will be described in the following section of this introduction.

Most of the articles, books, and dissertations were easily assigned to one of the nine classes, but in certain cases, where a work was seemingly applicable to more than one class, there was considerable indecision and effort placed upon classifying what was considered the primary focus of the work. Consequently, we realize that there can be disagreement as to whether a particular work has been classified properly.

For readers who are interested in other classification systems, there is presented below an abbreviated outline of the taxonomies of Carter (1972), Knapp (1969), and Voos (1967):

Robert Carter
Communication in Organizations: An Annotated Bibliography and Sourcebook (Detroit: Gale Research Company, 1972)

- Theories and Systems of Organizational Communication
- Barriers to Organizational Communication
- Vertical Communication
- Horizontal Communication
- Communication Media
- Informal Communication Channels
- Organizational Change
- Evaluation of the Effectiveness of Organizational Communication
- Source Books and Articles

Mark L. Knapp
"A Taxonomic Approach to Organizational Communication," *The Journal of Business Communication*, Fall 1969, Vol. 7, No. 1, pp. 37-46

- Interpersonal Communication in Organizations
- Intergroup Communication in Organizations
- Individual-Organizational Interaction

The Field of Organizational Communication: Nature, History, Status
Training in Organizational Communication
Organizational Communication Research Methodology
Characteristics of Communicators and Receivers in Organizations
Channels of Organizational Information Flow
Communication Media in Organizations
Total System of Communication Within an Organization

Henry Voos
Organizational Communication: A Bibliography (New Brunswick, NJ: Rutgers University Press, 1967)

Decision Making
Upward Communication
Downward Communication
Persuasion
Horizontal Communication
Feedback
Cognitive Dissonance
Networks

Format Modifications and Outlook for the Future

The following changes in this year's publication should enable the reader to utilize the volume more effectively:

1. A "Feedback Sheet" has been added at the end of this volume so that we can hear about your ideas, suggestions, and criticisms. This will be a vehicle for identifying future directions.
2. An author index has been added for both volumes. The author's last name and initials are followed by volume year and page numbers. In a multi-authored work, each author is indexed up to three authors. If there are more than three authors, only the senior author's name appears.
3. Dissertation references have been improved. In order to help the reader search dissertation abstracts more readily, the *Dissertation Abstracts International* page numbers and references are placed immediately after the title reference of each dissertation.
4. Research Characteristics coding has been eliminated. It was decided that the research characteristics (LS-laboratory study, FS-field study, PD-prescriptive/descriptive, TC-theoretical/conceptual) used last year had limited utility. Therefore, these references have been discontinued in this volume.

Future annual publications of *Organizational Communication Abstracts* may be subject to considerable modifications. In the immediate future serious consideration is being given to multiple classifications for single pieces of literature and indexing by subject, industry, and instruments employed. In respect to changes, your suggestions are welcome. Please use the "Feedback Sheet" at the end of this volume to inform the authors as to your feelings in respect to the present format.

Because organizational communication is a fairly new field which is growing very rapidly, there is still a wide diversity of ideas, terms, and approaches which create major problems for the development of a comprehensive theory. Hopefully these volumes will provide some direction toward theory development, and help both researchers and practitioners of organizational communication.

INTERPERSONAL COMMUNICATION IN ORGANIZATIONS

Literature analyzing factors relative to the interpersonal situation in the organization, originating in the dyadic relationship, the work-group, or in conferences.

Factors analyzed may include one or more of the following: credibility, trust, status, nonverbalization, knowledge, cognitive similarity, roles, redundancy, feedback, listening, superior-subordinate relationships, semantics, etc.

The following topics were among those placed in this classification: transactional analysis, counseling, conflict, behavior, perception, human relations, managerial style, personal characteristics of managers, and certain works relative to management by objectives.

BOOKS AND DISSERTATIONS

Allen, Bruce H. *Post-Transactional Evaluation as a Consequence of Bargaining in an Experimental Setting.* Ph.D. Dissertation, University of Cincinnati, 1975. DAI Vol. 35, No. 10, p. 6297-A.

Studies interpersonal bargaining by employing a shopping simulation game experiment to determine whether certain behavioral variables affect buyer satisfaction and seller loyalty.

Bojarski, Ronald H. *A Study Investigating the Differential Effects of Feedback in Producing Changes in Principal's Behavior as Perceived by Teachers.* Ph.D. Dissertation, University of Maryland, 1974, DAI Vol. 35, No. 10, p. 6380-A.

Examines the effect of positive and negative feedback on principal's behavior as perceived by teachers. Administered Jones's twelve-statement instrument concerned with teachers' perceptions of their principals, with regard to task assistance and personal support. Findings relate to frequency of feedback, quality of feedback, and the interaction between frequency and quality of feedback.

Chappell, Ralph L. *Time Series Application of a Percentile Role Differentiation Indicator.* Masters' Thesis, Naval Postgraduate School, Monterey, CA, 1975.

Concern of study is with role differentiation in formal organizations. Investigates the effects of variables other than organizational growth on the evolution of organization complexity.

Ganim, Charles J. *A Critical Analysis of the Leadership and Communication Styles of Elected and Appointed Officials in a Town Government.* Ph.D. Dissertation, State University of New York at Buffalo, 1974. DAI Vol. 35, No. 7, p. 4665-A.

Analyzes the relationships of eight factors related to town officials to the three organizational variables of leadership style, interpersonal communication style, and amount of communication with subordinates. Factors considered include the following: elected vs. appointed officials, part-time vs. full-time officials, limited term vs. permanent term, high school vs. college students, and few vs. many subordinates.

Gothberg, Helen M. *User Satisfaction with a Librarian's Immediate and Nonimmediate Verbal-Nonverbal Communication.* Ph.D. Dissertation, University of Denver, 1974. DAI Vol. 35, No. 10, p. 6839-A.

Explores the effect of a reference librarian's immediate and nonimmediate verbal-nonverbal communication on a library user's satisfaction. It was found that library users receiving immediate communication expressed more satisfaction with the reference interview than a user exposed to a librarian's nonimmediate communication.

Marwell, G. and D. R. Schmidt. *Cooperation: An Experimental Analysis.* New York: Academic Press, 1975.

Presents cooperation in conjunction with inequity between people, open channels of communication, and partner visibility. Reviews the factors that maintain status quo and those that change aspects of cooperation.

McCardle, Ellen Steele. *Nonverbal Communication* (Vol. 5 of *Communication Science and Technology*). New York: John Wiley and Sons,1974.

This book takes an interdisciplinary approach to the study of kinesics as an aspect of interpersonal relations. It draws on the linguistic, perceptual, biological, and anthropological bases of nonverbal communication.

Paul, Walter H., Jr. *A Comparative Role Perception Analysis of Chief Administrative Officers and Chief Instructional Officers in Selected Community Colleges in a Five State Region.* Ed.D. Dissertation, East Texas State University, 1974. DAI, Vol. 35, No. 7, p. 4205-A.

Proposes to determine if similarities exist in the perception of the roles of administrative officers and instructional officers in community colleges. Employed a questionnaire instrument for measuring perceptions relative to the degree of responsibility held by administrators in reference to decision-making.

Penland, Patrick R. and Aleyamma Mathai. *Interpersonal Communication* (Vol. 2 of *Communication Science and Technology*). New York: John Wiley and Sons, 1974.

This book integrates communication research in the areas of guid-

ance, counseling, and interviewing into a framework for applied usage by the information specialists.

Porterfield, Charles D. *An Experimental Study to Determine the Effects of Dissimilar Emotional Inducements and Communication Skill Levels on the Meanings Given Communicated Messages.* Ph.D. Dissertation, The Louisiana State University, 1974. DAI Vol. 35, No. 11, p. 6886-A.

Determines experimentally what effects two key within-receiver characteristics have on the meanings of messages. The within-receiver characteristics were the emotional states of mind and communication skill levels of the test subjects. Conclusions indicate that there is strong reason to believe that emotions affect the meanings given incoming stimuli.

Price, David M. *Informal Communication and Propinquity Among Volunteer Clinical Faculty in a Medical School.* Ph.D. Dissertation, Michigan State University, 1974. DAI Vol. 35, No. 6, p. 3466-A.

Utilizes a mailed questionnaire to study the influence of propinquity on informal communication habits in a medical school for the purpose of improving the selection and training of part-time volunteer clinical teachers. Propinquity is defined as nearness in time or place and includes solo vs. group practice, professional association activity, and size of community. Findings result in practical recommendations.

Rossiter, Charles M., Jr., and W. Barnett Pearce. *Communicating Personally: A Theory of Interpersonal Communication and Human Relations.* Indianapolis, IN: Bobbs-Merrill Co., 1975.

This book develops a theory of communication based on trust, friendship, and self disclosure. It is illustrated with many examples from everyday communication situations. Suggestions for implementing this philosophy are included. This book can be used in training/teaching situations.

Skinner, Thelma J. *Processes of Communication Between Doctor and Patient.* Ph.D. Dissertation, Rice University, 1974. DAI Vol. 35, No. 4, p. 2411-A.

Studies the communication processes by which doctors and patients come to understand one another. This field study of five public health clinics included tape recording of conferences and interviewing of doctor and patient. Each participant was asked to state meanings intended to be conveyed, meanings received, and to assess the success of the conference.

Stewart, John and Gary D'Angelo. *Together: Communicating Interpersonally.* Reading, MA: Addison-Wesley, 1975.

The authors develop a theory of interpersonal communication based on interpersonal awareness, self-disclosure, and communica-

tion subjectivity. They apply their theory to public speaking, small-group communication, and conflict situations.

Stull, James B. *Openness in Superior-Subordinate Communication: A Quasi-Experimental Field Study*. Ph.D. Dissertation, Purdue University, 1974. DAI, Vol. 36, No. 2, p. 603-A.

Investigates communication"openness" in terms of perceived rewards in organizational settings. Designed to determine whether subordinates and supervisors share similar perceptions in respect to (1) task-relevant and nontask-relevant "open" messages by subordinates, and (2) actual supervisory response behavior. The methodology includes the development of an instrument that identifies rewards for communication openness in an organizational environment.

Sweitzer, Robert W. *The Behavioral Factors Affecting the Flow of Information in the Buyer-Seller Dyad*. Ph.D. Dissertation, Michigan State University, 1974. DAI, Vol. 35, No. 9, p. 5624-A.

Develops a model of buyer-seller interpersonal communications in which the central construct is the buyer's filtering process and the major filter is the buyer's importance criterion. The buyer's beliefs about the importance of the salesman's information are postulated to be a function of the buyer's beliefs about (1) the "source value" of the salesman, and (2) the relevance of the salesman's message. Each of these factors is examined in depth.

Tribble, Marshall K. *The Effects of School Building Design upon the Informal Verbal Communications of Eleventh Grade Students in Six Selected Secondary Schools in Georgia*. DAI, Vol. 35, No. 10, p. 6415-A.

Compares informal interpersonal verbal interactions in closed space schools with that of open space schools. Study revealed that students in closed space schools had significantly more verbal interactions during the school day than did students in open space environments.

Watzlawick, Paul, John Weakland, and Richard Fisch. *Change: Principles of Problem Formation and Problem Resolution*. New York: W. W. Norton, 1974.

The authors present a technique for coping with problems of interpersonal communication. Their theory deals with the contextual structure of problems and suggests that problems may be resolved by reversing this contextual structure.

Wittig, Arthur W. *Nonverbal Communication in First Impression Formation; The Relationship of Proxemics and Kinesics to Interpersonal Perception Processes in the U.S. Navy*. Master's Thesis, Naval Postgraduate School, Monterey, CA, 1975.

Thesis reviews literature on nonverbal communication, with an

emphasis on first impression formation. Concludes that managers may be able to form more accurate first impressions by using the information given through Proxemics and Kinesics.

Woodard, Audie W. *The Relationship Between Perceived Nonverbal Behavior of Principals and Organizational Climate of Elementary Schools.* DAI, Vol. 35, No. 10, p. 6420-A.

Examines the relationship between the perceived congruence of verbal and nonverbal behavior of the principal and organizational climate. Methodology includes use of the Nonverbal Reaction Sheet and the Organizational Climate Description Questionnaire. Findings note a tendency for organizational climate to be more open in schools where the principal's nonverbal behavior is more congruent with his verbal behavior.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Alexander, Joe. "Life Script Awareness in Career Development," *Training and Development Journal*, Vol. 28, No. 5, May 1974, pp. 30-34.

Discusses Life Script Awareness, an aspect of Transactional Analysis, as an important technique in career development. Refers the reader to various books on the subject; suggests methods of obtaining training in Life Script Awareness.

Baker, Edward M. and John R. Schuck. "Use of Signal Detection Theory to Clarify Problems of Evaluating Performance in Industry," *Organizational Behavior and Human Performance*, Vol. 13, June 1975, pp. 307-317.

Simulated conversations are used for studying ability to recognize correct and incorrect behaviors. A Differential Accuracy Phenomenon is explained along with a review of signal detection theory.

Brady, Max H. "Communicate for Results," *Hydrocarbon Processing*, Vol. 54. No. 1, January 1975, p. 111.

Barriers to interpersonal communication constitute the most nagging day-to-day problem. The creation of true understanding requires serious work. Realize that values and conditions differ among people.

Carter, E. A. "My Communication Philosophy? Its Full Disclosure," *Industry Week*, Vol. 183, No. 3, October 1974, pp. 50-52.

A chairman of an electronics firm explains his procedure for maintaining two-way communication with employees. For example, he holds annual meetings in which he tells all.

Diehl, Peter and John R. Howell. "Engineering Teams: What Makes Them Go?" *Mechanical Engineering*, Vol. 96, No. 5, May 1974, pp. 25-29.

This capsulizes Blake and Mouton's Managerial Grid as well as Luft and Ingram's "Johari Window," explaining it all in practical terms with organization examples.

Farr, James L. and C. M. York. "Amount of Information and Primacy-Recency Effects in Recruitment Decisions," *Psychology*, Vol. 28, No.2, 1975, pp. 233-238.

Simulates employment interviews of campus recruiters. Finds recency effects when interviewers make repeated judgments, while primacy effects obtained only when a single judgment occurs. Amount of information about each applicant has no apparent effect upon judgment.

Feld, Lipman G. "Fifteen Questions You Dare Not Ask Job Applicants," *Management Review*, Vol. 63, No. 11, November 1974, pp. 34-36.

If your queries are not job-related, whatever you say may be used against you. Provides guidelines generated by recent affirmative action court cases. Describes how to avoid questions which can be viewed as discriminatory.

Greller, Martin M. and David M. Herold. "Sources of Feedback: A Preliminary Investigation," *Organizational Behavior and Human Performance*, Vol. 13, 1975, pp. 244-256.

Five sources of feedback are investigated with relation to informativeness about job recruitments and performance. The fact that greater reliance is placed on "psychologically closer" sources is discussed in terms of organizational life.

Gritzmacher, Karen J. "Understanding Certain Interviewer Variables Affecting Trust in an Interview," Wisconsin Communication Association, *Journal of Wisconsin Communication Association*, Spring 1974, 8 p. ERIC ED 099-903.

Study to determine whether certain interviewer variables affect the amount of trust present in an interview. The design of the experiment is based on five groups: four experimental cells and one control cell. The results indicate that the more the interviewer participated, the more trust the subject developed toward the interviewer.

Hill, Michael K. and Arnold Kahn. "Physical Attractiveness and Proximity in the Attraction of Success," paper presented at the Annual Meeting of the Midwestern Psychological Association, Chicago, IL, May 1974, 15 p. ERIC ED 101-252.

Study assesses attributions made to an attractive or unattractive person who took either a proximal or distal seating position following task performance. Suggests that attribution success is made to an attractive person regardless of proximity.

Hinton, Bernard L. and Jeffrey C. Barrow. "The Superior's Reinforcing Behavior as a Function of Reinforcement Received," *Organizational Behavior and Human Performance*, Vol. 14, 1975, pp. 123-143.

The amount of positive, negative, evaluative, and economic reinforcement given by superiors dependent on their reinforcement from their supervisor was measured. A significant relationship was found.

Jackson, Theodore A. "Psyching Out People Problems," *Automation*, Vol. 21, No. 7, July 1974, pp. 34-37.

Improve vertical and horizontal communication through training in Transactional Analysis. Here find TA's key concepts, pointers in attitude change, and examples from organizations.

Kavanagh, Michael J. "Expected Supervisory Behavior, Interpersonal Trust and Environmental Preferences," *Organizational Behavior and Human Performance*. Vol. 13, 1975, pp. 17-30.

Four hypotheses from a dyadic model of leadership role are tested. "Ideal" measures of supervisory behavior, organizational climate and interpersonal trust are collected from business managers and college students. Changes are noted and found.

Kochran, T.A. *et al*. "Superior-Subordinate Relations: Leadership and Headship," *Human Relations*," Vol. 28, No. 3, April 1975, pp. 279-293.

A conceptual framework is built for viewing superior-subordinate relations that makes explicit the differences between leadership power and authority. The benefits of the new framework are listed.

Mason, Philip. "Counseling: Measuring the Job Payoff," *Manpower*, Vol. 6, No. 2, February 1974, pp. 19-20.

Describes a study assessing the effectiveness of job counseling. Study indicates that the placement rate for counseled applicants was twice for all applicants, despite the higher number of employment barriers among counseled applicants.

Mayer, Steven E. and Anita I. Bell. "Sexism in Rating of Personality Traits," *Personnel Psychology*, Vol. 28, No. 2, 1975, pp. 239-249.

Presents evidence that women are judged on a different basis than men are, especially by men. Looks at perceptions of competence in men and women and how they differ according to sex role stereotypes. Suggests the values by which people are judged in the business word are manifest in the sexism which occurs.

McDonald, Blair. "Determinants of Job Satisfaction in Naval Environments," avail. Naval Medical Neuropsychiatric Research Unit, San Diego, CA, March 1973, 6 p. Report no. NMNRU-73.

Demographic, military status, job-related, and health-related variables were correlated with a Navy job satisfaction measure. Subjects were 5,851 Navy enlisted men. Results indicate strong relations between health, status, and satisfaction.

Mintzberg, H. "The Manager's Job: Folklore and Fact," *Harvard Business Review*, Vol. 53, No. 4, 1975, pp. 49-61.

Suggests that managers do not normally organize, plan, coordinate, or control as traditionally stated. Evidence suggests that managers are involved in complex, interpersonal, information, and decisional roles.

Montgomery, Donald E. "How to Get Your Message Across," *Supervisory Management*, Vol. 20, No. 2, February 1975, pp. 2-10.

This popularized piece relates a communication process model to situations on the job in organizations.

Mortimer, John. "Behind Closed Doors Good Bosses are Really Baddies," *The Engineer* (London), Vol. 238, No. 6162, April 18, 1974, pp. 38-39.

British firms need managers whose commitment to the company and to profits will not prevent open communication with the workers. Rather it will foster it. Managers need a higher standard of conduct in general.

Myers, M. Scott. "Awareness Improves Communication," *Journal of Systems Management*, Vol. 26, No. 3, March 1975, pp. 26-28.

Manager, realize that you must understand the values of different groups in order to communicate effectively with them. Consider these "value-trait" behaviors: reactive, tribalistic, egocentric, conformist, manipulative, sociocentric, and existential.

Pfeffer, Jeffrey and Gerald R. Salancik. "Determinants of Supervisory Behavior: A Role Set Analysis," *Human Relations*, Vol. 28, No. 2, March 1975, pp. 139-154.

The behavior of the supervisor is constrained by the demands of others. Subordinates tend to influence the social behaviors of the supervisor and the expectations of bosses are more important in determining work-related behaviors.

Powell, J. L. *et al.* "The Influence of Selected Variables on the Employment Interview Situation," *Journal of Applied Communications Research*, Vol. 3, April 1975, pp. 33-51.

The employment interview provides the context for this study which is concerned with four variables: (1) dissemination of information; (2) problem solving and decision making, (3) inducing belief and behavior; (4) research and discovery of new information. Researchers found significance regarding sex of interviewers and interviewees as well as education and experience of applicant.

Renwick, Patricia A. "Perception and Management of Superior-Subordinate Conflict," *Organizational Behavior and Human Performance*, Vol. 13, 1975, pp. 444-456.

The perception and management of superior-subordinate conflicts are investigated in relation to other's perceptions and self perceptions. Conflict in management is related to status, attitudes toward conflict, and response styles.

Rogers, Don. "The Interview: Special Form of the Dyad," paper presented at Annual Meeting of Central State Speech Association, Milwaukee, April 1974, 10 p. ED ERIC 089 388.

Defines the interview, its functions and structure. Brief definition of following types of interviews are included: Socratic dialogue, psychoanalytic, recruitment, screening, placement, terminations, etc.

Saalback, William F. "Absenteeism—A Symptom, Not a Disease," *Coal Age*, Vol. 79, No. 3, March 1974, p. 103.

Manager, beware of looking on absenteeism as anything other than a symptom of poor communication practices in the mine. Make sure supervisors take a personal interest in their subordinates, and give praise when deserved.

Sears, William. R. "The Art of Saying No," *Nation's Business*, Vol. 62, No. 10, October 1974, pp. 47-48.

Sometimes a manager has to say "no" in his or her organization. It can be done without "leaving bruises"; practical examples show how.

Senger, John. "Seeing Eye to Eye: Practical Problems of Perception," *Personnel Journal*, Vol. 53, No. 10, 1974, pp. 744-751.

Communication as perception has implications for the manager. Considers the organization of variables such as figure-ground, grouping, expectancy, and projection as they relate to management decision making.

Seretini, Claudio R. "Interviewer Listening," *Personnel Journal*, Vol. 54, No. 7, 1975, pp. 398-399.

Effective interviewing depends on a variety of listening skills. Outlines the benefits of "active" listening, "gleaning" meaning, and "sincerity" in interviewing. Advocates the practice of these techniques as a way to make the most appropriate judgments.

Singer, Henry A. "Human Values and Leadership," *Business Horizons*, Vol. 18, August 1975, pp. 85-88.

A profile of successful American leaders is contrasted with that of less successful leaders, and the conclusion is drawn that businessmen who are concerned with human relations will be the best leaders.

Slusher, Allen E. and Henry P. Sims, Jr. "Commitment Through MBO Interviews," *Business Horizons*, Vol. 18, April 1975, pp. 5-12.

Presents a rationale for explaining job content, tasks, and expected interpersonal relationships to job applicants. Suggests the organizational and individual benefits resulting from mutual disclosure of expectations during the interviewing process.

Tasca, A. J. "Personnel Management: A Transactional Analysis Perspective," *Personnel Journal*, Vol. 53, No. 11, 1974, pp. 846-848.

Applies transactional analysis to modern problems of personnel management. Focuses on the organizational climate as engendering

the personnel posture. Suggests personnel be "catalysts" in order to be "O.K."

Varga, Louis F. "Employment Counselor's Perceptions of Client Needs," *Journal of Employment Counseling*, Vol. 11, No. 2, June 1974, pp. 63-72.

Presents measures of differences in perceptions of client needs by various types of employment counselors. Describes needs that counselors attempt to gratify and those they perceive as actually gratified.

Wall, James A. "Managing Negotiators," *Business Horizons*, Vol. 18, February 1975, pp. 41-44.

The effects of role conflict, manager distrust, and manager monitoring upon a negotiator's behavior are examined.

(No author; alphabetized by title)

"Personnel Management Review," avail. Pennsylvania Office of Administration, Harrisburg, Bureau of Personnel. 56 p., U.S. Government Report M505, 2 USCSC-74-PA-OIC.

Document describes the use of procedures and techniques in the personnel management review process. Gives instructions and suggestions on planning reviews and appendices including program review elements.

Literature including the above indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of the **same** *group.*

Groups analyzed may include line departments, staff, labor, management, consumers, government bodies, etc.

The following topics were among those placed in this classification: conflict, group size, individual behavior in groups, and group productivity.

BOOKS AND DISSERTATIONS

Avolio, John R. *Teacher Satisfaction With Faculty Meetings and Principal Behavior.* Ph.D. Dissertation, The University of Michigan, 1974. DAI, Vol. 35, No. 11, p. 6957-A.

Investigates the relationship of principal's beliefs and verbal behavior to teacher satisfaction with faculty meetings. Population studied consisted of twenty-one schools, principals, and their staffs. Methodology included a questionnaire to determine satisfaction, Flander's system of Interaction Analysis to code and record verbal behavior during meetings, and a perceptual questionnaire to identify beliefs.

Bell, Zelma, M. *The Effects of Substantive and Affective Conflict in Problem-Solving Groups.* Ph.D. Dissertation, The University of Iowa, 1974. DAI, Vol. 35, No. 4, p. 2423-A.

Develops a model to focus on substantive and affective conflict in groups. Examines the influence of conflict on the group's ability to discover the correct solution to a problem. Findings note that the presence of dissent during a discussion is significantly related to reaching a high-quality solution.

Blackmon, Larry Wayne. *An Application of Content Analysis to the Budgetary Behavior of the Senate Armed Services Committee.* Master's Thesis, Naval Postgraduate School, Monterey, CA, 1975.

Examines decision-making activities within the Senate Armed Services Committee, in the area of Defense Procurement. The analysis indicates that the major potential for influencing the direction of Defense policy lies in the area of programmatic activity.

Bonnette, David J. *A Study of the Relationship Between Teacher Perceptions of Their Participation in School System Decision-Making and Specified Outcomes of Collec ive Bargaining.* Ph.D. Dissertation, University of Michigan, 1975. DAI, Vol. 36, No. 3, p. 1191-A.

Examines the hypothesis that teachers not satisfied with their participation in the organizational decision-making process may seek more involvement in decision-making through the collective bargaining process. Develops a Teacher Participation Questionnaire and concludes that participation mechanisms as committees, advisory councils , and *ad hoc* groups may contribute to a reduction in the occurrence of collective bargaining.

Bormann, Ernest G. *Discussion and Group Methods: Theory and Practice.* New York: Harper and Row, 1975, Second edition.

This new edition has included theoretical discussions of fantasy and group processes, group structure, groups in charge, and sensitivity training. This text includes an entire section on the application of theoretical concepts to practical situations. Included is a chapter on groups within organizations.

Bulach, Cletus R. *An Investigation of the Relationship of Group Openness and Group Trust to Group Decisions Involving Risk.* D.Ed. Dissertation, University of Cincinnati, 1974. DAI, Vol. 35, No. 5, p. 2760-A.

Investigates extent to which groups tend to make decisions of greater risk than individuals. Develops an instrument measuring group openness and group trust and applies it to twenty-four groups involving 115 summer workshop students. Findings indicate that there is a relationship between group openness and group trust for individuals within groups; and that there is a significant increase in risk-taking when individuals work in groups.

Culbert, Samuel A. *The Organization Trap.* New York: Basic Books, 1974.

This book deals with the frustrations experienced by the individual working in an organization. The author discusses the false assumptions many individuals make about the organization. He also formulates strategies for coping with organizational life.

Desforges, Jean-Guy. *The Effects of Hierarchy and Rewards on Small Group Performance.* Ph.D. Dissertation, University of Pittsburgh, 1974. DAI, Vol. 35, No. 5, p. 3092-A.

Studies the effects of hierarchical differentiation and performance rewards on small groups in business-games to achieve maximum profits. Four experimental conditions are considered: (1) Fixed rewards, no hierarchy; (2) Fixed rewards with hierarchy; (3) Performance rewards, no hierarchy; and (4) Performance rewards with hierarchy. The condition of performance rewards with hierarchy was found to obtain best performance and highest satisfactions.

Elliott, Michael R. *Effects of Cognitive Similarity and Content on Outcomes of Small Group Communication.* Ph.D. Dissertation, University of Washington, 1974. DAI, Vol. 35, No. 8, p. 5557-A.

Finds that cognitively similar groups communicate more accurately than do cognitively dissimilar groups under the condition of content similarity but not under the condition of content dissimilarity. The hypotheses that accuracy and satisfaction would be higher for cognitively similar groups under the condition of content similarity than under the content dissimilar condition were not confirmed. However, the differences were generally in the predicted direction.

Elwell, Gordon R. *Leadership and Situational Factors Related to Productivity and Turnover in Medical Laboratories.* Ph.D. Dissertation, Georgia State University, School of Business Administration, 1974. DAI, Vol. 35, No. 11, p. 6876-A.

Investigates the importance of situational factors in respect to the relationship between leadership style and group performance. Twenty-five situational factors are measured for possible moderating effects upon group productivity and turnover. Findings indicate that neither leadership style nor any of the situational factors were related to productivity and turnover in medical laboratory organizations.

Gardner, N. P. *Group Leadership*, Washington, D.C.: National Training and Development Service Press, 1974.

Discusses group dynamics with an emphasis on leadership as it relates to communication, task, and values. Primarily an undergraduate text.

Geonetta, Sam C. *An Experimental Study of the Relationship of Orientation and Consensus, Cohesiveness, Satisfaction, and Credibility in Leaderless Groups and Groups with Appointed Leaders.* Ph.D. Dissertation, Indiana University, 1974. DAI, Vol. 35, No. 7, p. 4725-A.

Studies certain of the verbal behaviors useful in helping small groups function effectively. Orientation and leadership are selected as independent variables influencing the four dependent variables of consensus, cohesiveness, member satisfaction with group processes, and source credibility.

Gouran, Dennis. *Discussion: The Process of Group Decision-Making.* New York: Harper & Row, 1974.

This group discussion text emphasizes the process nature of decision-making. In addition to chapters on leadership, the discussion question, and information utilization, the author covers the cognitive aspects of decision-making.

Herbst, P. G. *Behavioral Worlds: The Study of Single Cases.* New York: Harper & Row, 1973.

Discusses techniques for quantifying single cases in the study of

group functions, pupil-task relationships, family processes, and organizational behavior.

Madia, John. *A Study of the Personal Value Systems and Job Satisfactions of United States Air Force Officers.* Master's Thesis, Air Force Institute of Technology, Wright-Patterson Air Force Base, OH, 1974.

Discusses role of human values in behavior. A modification of Hoppock's general job satisfaction blank was used to measure the satisfaction of officers. Through tests of means and analysis of distribution, the satisfaction levels of the various officer subgroups are compared.

McGrath, Diana E. *An Investigation of Identifiable Patterns Related to Communicative Difficulties Within Three Supportive Departments in a General Community Hospital.* Ph.D. Dissertation, Pennsylvania State University, 1974. DAI, Vol. 36, No. 3, p. 1169-A.

Investigates whether there are any identifiable dysfunctional patterns within communication events associated with the processing of hospital request forms. Methodology includes color slides of request forms and tape recordings of oral messages related to such forms. Findings indicate that there are identifiable patterns contributing to potential communicative difficulties.

Mullan, Brian F. *Work Group Phenomena In Cross Cultural Perspective: The Case of Puerto Rico.* Ph.D. Dissertation, Cornell University, 1974. DAI, Vol. 35, No. 6, p. 3914-A.

Represents a comparative analysis of attitudes, perceptions, and knowledge of workers in Puerto Rico, United States, and Peru, with respect to selected work-group phenomena: communication, participation, group cohesion and morale, supervisory style and production orientation. Findings disclosed materially different preferences in the three cultures for supervisory style and production emphasis.

Noble, Paul F. *Effects of Leader Verbal Behaviors on Patterns of Small Group Interaction.* Ed.D. Dissertation, University of Northern Colorado, 1974. DAI, Vol. 35, No. 5, p. 2777-A.

Investigates the verbal behaviors by which a leader may shape the patterns of communication in a group. Audio tapes of group sessions are analyzed into four categories of verbal acts: (1) Initiation, (2) Positive responses, (3) Negative responses, and (4) Orientation statements. An index of leadership facilitative behavior is developed for each group and the levels of interaction outcomes calculated in terms of communication criteria. Findings suggest a number of conclusions.

Nutt, Andrew T. *Decision Behavior of Group Members as a Factor in Group Performance Accountability.* Ph.D. Dissertation, The University of Texas, 1974. DAI, Vol. 35, No. 5, p. 2596-A.

Explores group member decision-style preference as related to

group effectiveness. Method includes survey measuring decision-style preferences of sixty-five persons in eight work groups. Results compared to independent ratings of group effectiveness. Findings indicate that decision-style preferences of members is an important consideration in the establishment and training of groups.

Penland, Patrick R. *Group Dynamics and Individual Development* (Vol. 3 of *Communication Science and Technology*). New York: John Wiley and Sons, 1974.

A text on group processes that includes discussions of roles in groups, group anatomy, strategies of group interaction, group planning, etc. Many illustrations clarify the concepts explicated in this book.

Schwarzrock, Shirley L. *Perception of Communication in the Dental Office.* Ph.D. Dissertation, University of Minnesota, 1974. DAI, Vol. 35, No. 6, p. 3925-A.

Assesses communication perceptions of dentists and staffs to discover differences between offices with "best" communication and offices with "least good" communication. Good communication is defined as similarity of perception among participants in a communication interaction. Based on twenty communication situations in dental offices, questionnaire findings disclose great discrepencies in perceptions between the "best" offices and the "least good" offices.

Shahroudi, Mohammed. *Participative Management and the Industrial Development of Iran.* Ph.D. Dissertation, United States International University, 1975. DAI, Vol. 36, No. 1, p. 405-A.

Analyzes the participative approach to management and its practical applicability to Iran's present sociocultural environment. Concludes that due to situational variables including the economy, the political system, the cultural and educational level, and other factors, the participative approach to management in Iran is not advisable to adopt at this time.

Villegas, Joaquin. *Teacher's Group Autonomy and Cohesiveness as Related to the Principal's Role Performance as Communicator.* Ph.D. Dissertation, University of Notre Dame, 1975. DAI, Vol. 36, No. 3, p. 1234-A.

Findings indicate the more congruent the perceptions and expectations of the principal's role performance as communicator, the more teachers tend to develop cohesive relationships in their groups and the higher the level of teacher autonomy (morale) in the classroom.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Beach, Wayne A. "Personalizing Group Environments: A Conceptual Approach Toward More Effective Small Group Functioning," paper

presented at the Annual Meeting of the Western Speech Communication Association, Newport Beach, CA, November 1974, 37 p. ERIC ED 099-937.

A conceptual approach toward more effective small group functioning to provide a basis from which empirically relevant hypotheses can be drawn and tested. Twenty-three plausible hypotheses are included as suggestions for further research as related to: (1) self-actualizing group member, (2) interaction and group environment, and (3) exchange of self-disclosure as behavioral determinants within small groups.

Bernard, Russell H. "Some Formal Properties of Networks," West Virginia University, Morgantown, Department of Sociology and Anthropology, January 1975, Report No. BK-105-75.

Presents survey of work on numerical analysis of social communication networks in closed groups. A numerical model is discussed, and empirical data is offered.

Bloom, Joan R. "The Effects of Status Space and Status Struggle on Group Decision-Making," paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL, April 1974, 29 p. ERIC ED 094-216.

Uses a status characteristic theory as a theoretical framework to predict status distinctions between professional group members. Involves quantity of task related information and quality of decisions made in small problem-solving groups.

Boyd, Robert D. and John P. Wilson. "Three Channel Theory of Communication in Small Groups," *Adult Education*, Vol. 24, No. 3, 1974, pp. 167-183.

Tests a theory of increasing content of communication in small groups. Identifies three channels, i.e., Motivation, Delivery, and Information. Hypothesizes a linear relationship between intra-group compatibility and five dependent variables.

Finkel, Coleman L. "The Supportive Environment: A New Dimension in Meetings," *Training and Development Journal*, Vol. 29, No. 1, January 1975, pp. 26-36.

Discusses factors involved in meeting effectiveness. These include the program, the communicators, the administrative work, and the facility. Emphasizes the importance of the physical environment to motivation toward problem solving and learning.

Funaro, Joseph F. "An Empirical Analysis of Five Descriptive Models for Cascaded Inference," *Organizational Behavior and Human Performance*, Vol. 14, October 1975, pp. 186-206.

Ninety subjects served under various conditions to investigate why cascaded (multi-stage) inference tends to be less conservative

than noncascaded (single-stage) inference. Subjects seemed to be using the same evidence in both types of inference.

Hermone, Ronald H. "How to Negotiate. . .and Come Out the Winner," *Management Review*, Vol. 63, No. 11, November 1974, pp. 19-25.

Views negotiations as a resolution-seeking device which pervades business life. Outlines how to maintain the initiative and organize the negotiation effort. Suggests reflective questions potential negotiators can ask themselves.

Hrebiniak, Lawrence G. "Job Technology, Supervision, and Work-Group Structure," *Administrative Science Quarterly*, Vol. 19, No. 3, September 1974, pp. 395-410.

Relates perceived independence and decisional participation of supervisors to several measures of group structure, independent of job technology. Finds a significant relationship between dimensions of job technology and structure.

Ilgen, Daniel R. and Gordon O'Brien. "Leader-Member Relations in Small Groups," *Organizational Behavior and Human Performance*, Vol. 12, 1974, pp. 335-350.

Contingency model of leadership is investigated with relation to group-task situation. Hypothesized relationship not found and implications for changes in theory are presented.

LaSota, P. E. and R. A. Zawacki. "Successful Staff Meetings," *Personnel Journal*, Vol. 54, No. 1, 1975, pp. 27-28.

Accepts staff meetings as the heart of an organization's life-style and communication system. Sets up guidelines and goals to help shape effective meetings. Suggests ways to handle meetings in a positive manner.

Leese, Joseph. "The Bureaucratic Colander," *Personnel Journal*, Vol. 53, No. 10, 1974, pp. 757-760.

Studies informal communications systems in organizations with a three-stage approach. Views workers, supervisors, and general supervisors as transmitting and filtering communication for their own ends. Suggests how this "secondary" communication can be put to the corporate good.

Locke, Don W. and W. Harper Gaushell. "The Effects of Group Size and Training Duration on the Development of Interpersonal Communication Skills," paper presented at the American Personnel and Guidance Association Convention, New Orleans, LA, April 1974, 8 p. ERIC ED 091-648.

Examines the influence of group size and training duration in reference to empathic understanding in beginning counseling procedures. Ninety-five Master's level students are evaluated on the basis

of company-taped counseling sessions representing varied duration and group size. Level of function is determined by Carkoff Scale of Empathy.

Mickelson, John S. and James H. Campbell. "Information Behavior: Groups with Varying Levels of Interpersonal Acquaintance," *Organizational Behavior and Human Performance*, Vol. 13, 1975, pp. 193-205.

The study examined the information processing behavior of groups characterized by varying levels of cohesiveness.

Parks, Malcolm R. "Dyadic Communication from the Perspective of Small Group Research," paper presented at the Annual Conference of the Central States Speech Association, Milwaukee, WI, April 1974, 24 p. ERIC ED 091-780.

Review of small group literature in an attempt to identify characteristics which distinguish the dyad from larger groups. Included are five categories of small group variables. Ten empirical and conceptual distinctions are analyzed, and three implications of the nature of a dyad are suggested.

Rubenstein, Franklin D. *et al.* "The Effect of Two Incentive Schemes Upon the Conservation of Shared Resources By Five-Person Groups," *Organizational Behavior and Human Performance*, Vol. 13, 1975, pp. 330-338.

A multi-stage, n-person, zero-sum game was used to investigate group effectiveness in the pooling of resources and cooperative behavior. Subjects conserved the resource more when the resource was already half degraded than when it was pure at the start of the game.

Schmidt, Warren. "Conflict: A Powerful Process for (Good or Bad) Change," *Management Review*, Vol. 63, No. 12, December 1974, pp. 4-10.

Conflict management is an important managerial skill. Typical managers spend twenty percent of their time with conflict resolution. Suggests three models as a guide to understanding the different aspects of the process.

Schmuck, Richard A. "Development of Management Teamwork: National Overview," paper presented at Educational Annual Academy, Wemme, OR, July 1974, 7 p. ERIC ED 094-456.

States that team-like characteristics in America lie in the understanding and building of new interpersonal norms and skills. These norms support the intent that interpersonal and intergroup conflict be confronted openly and dealt with collaboratively in a problem-solving way. Particular interpersonal group skills must accompany the norms.

Shetty, Y. K. "Conference Leadership: Strategies and Skills," *Consulting*

Engineer, Vol. 43, No. 6, December 1974, pp. 78, 80, 82, 84.

Discusses three goals of group decision-making: developing solutions to problems, gaining acceptance of the solution, and achieving acceptable solutions in a short period of time. Maintains that a highly skilled conference leader is necessary to achieve these goals.

Tasklanganos, A. A. "The Committee in Business: Asset or Liability," *Personnel Journal*, Vol. 54, No. 1, 1975, pp. 90-92.

Contends the committee has undeniable utility despite seeming inefficient use of manpower. Sets up some guidelines and correctives for streamlining committee functions.

Literature including the above indicated dimensions of interpersonal communication but the distinguishing element is that the interacting parties are representatives of **different** *groups.*

Groups involved may include different departments in the same organization, line-staff, labor-management, organization-customers, school-community, government-taxpayers, black-white, etc.

The following topics were among those placed in this classification: coordination, collaboration, interorganizational conflict, negotiation, effects of hierarchical organization, influence of interest groups, and external communication.

BOOKS AND DISSERTATIONS

Bartos, O. *Process and Outcomes of Negotiations.* New York: Columbia University Press, 1974.

Tests several models of negotiation, including the "predictive" and "normative" models. Concludes that the predictive model describes the negotiation process best when it involves time as an explicit variable. A bibliography is included.

Bell, Eugene C. *Personality and Organizational Correlates of Conflict Resolution Modes Used by Boundary Personnel in a Planning Consortium of Alcoholism Agencies.* Ph.D. Dissertation, University of Houston, 1974. DAI, Vol. 35, No. 10, p. 6298-A.

The general question investigated is the extent to which individuals in interorganizational situations act out their personalities, act as agents of their organizations, or do both in resolving conflict. Interorganizational conflict is defined as interaction between organizations which express opposing interests.

Clark, R. T. *Coping With Mediation, Fact Finding, and Forms of Arbitration.* Chicago, IL: International Personnel Management Association, 1974.

Reviews three techniques of conflict resolution applicable to decision-making and collective bargaining. Public Employee Relation Library series (PERL-42).

Collister, Laren M. *Semantic Correlates of Administrative Communications in a Large Urban Community College.* Ph.D. Dissertation, University of Washington, 1974. DAI, Vol. 35, No. 8, p. 4898-A.

Studies administration-faculty communication problems by examining perceived semantic distance and actual semantic distance between these two groups. Methodology includes structured interviews, semantic differentials, and an information questionnaire. Findings note that significant semantic distance exists both on measures of "own point of view" and on measures labeled "estimate of the other point of view."

Condon, John C. and Fathi S. Yousef. *An Introduction to Intercultural Communication.* New York: Bobbs-Merrill, 1975.

This book is a guide to recognizing and coping with the practical problems encountered when people from different cultures communicate. It includes discussion of cultural values, beliefs, and orientations as well as nonverbal communication. Many specific examples are included.

Davis, Delores T. *A Study of the Relationship of Attitudes, Perceptions, and Behavior Among Various Reference Groups in a Teacher Strike in East Orange, N.J.* Ph.D. Dissertation, Catholic University of America, 1975. DAI, Vol. 36, No. 3, p. 1201-A.

Studies a teacher strike to identify variables relative to group and individual decision making during a teachers' strike. Methodology included a Strike Opinionnaire, and the Education Scale mailed to 488 subjects classified as to administrators, parents, teachers, and community members. Results suggest need for parents, administrators, and community members to reconsider teachers' concerns for involvement in the decision-making process.

Fink, J. and L. G. Sealy. *The Community and The Police—Conflict or Cooperation?* New York: John Wiley, 1974.

Studies the police/community relationship, reviews the traditional role of the police, and introduces new aspects of that role. Examines crisis intervention, conflict situations, and various strategies dealing with the law enforcement role.

Hill, Count V. *Relationships Between Teacher-Leader Perceptions of Management Systems and Organizational Conflict in Selected Public School Districts in the State of Illinois.* Ed.D. Dissertation, University of Illinois at Urbana, Champaign, 1975. DAI, Vol. 36, No. 1, p. 68-A.

Findings indicate that there is a significant relationship between teacher-leader perception of management systems and their perceptions of levels of conflict. The more participative the perceived management system, the lower the perceived level of conflict. Conversely, the more autocratic the perceived management system, the higher the perceived level of conflict.

LaMonica, Samuel B., Jr. *A Study of the Quality of Intergroup Relations and Conditions of Impasse and No Impasse in Educational Collective Bargaining.* Ph.D. Dissertation, Syracuse University, DAI, Vol. 36, No. 1, p. 71-A.

Provides insight into the nature of the intergroup phenomena between two groups in labor-management negotiations with special attention given to the particular characteristics that exist in school districts that go to impasse and those that do not.

Penland, Patrick R. and James G. Williams. *Community Psychology and Coordination* (Vol. 4 of *Communication Science and Technology*). New York: John Wiley and Sons, 1974.

This book analyzes the relationship between a specific institution and the community. This discussion illustrates the interaction of interpersonal communication, group dynamics, and institutional roles.

Rooney, Thomas M. *A Study to Examine the Communication Relationship Between District Superintendents of Supervisory Districts and Chief School Officers of Component Districts in Boards of Cooperative Educational Services.* Ed.D. Dissertation, State University of New York at Albany, 1975. DAI, Vol. 35, No. 12, p. 7580-A.

Undertakes further research in the area of interorganizational communication by comparing school district data in types of communication, and communication effectiveness. The questionnaire developed is indicated as an instrument for use in other studies of interorganizational communication analysis.

White, Arthur A. *Similarities in Perceptions of Principals and Students of Selected Sixth Grade Teachers.* Ph.D. Dissertation, Bowling Green State University, 1975. DAI, Vol. 36, No. 2, p. 661-A.

Represents a study in the use of student feedback information. Designed to gain greater insight into the understanding of students' perceptions of their teachers and to determine if there was a significant agreement between principals and students regarding teaching competencies of selected teachers.

Zimmerly, Isabelle M. *Marketing Communication Management for the Closely Held Firm.* Ph.D. Dissertation, University of Illinois at Urbana-Champaign, 1975. DAI, Vol. 36, No. 1, p. 410-A.

Investigates the effect of "closely-heldness" versus "loosely-heldness" on the firm's advertising under conditions of owner-operator dominance, slippage in communication linkage due partially to this domination, and the lack of formulation, circulation, and communication in strategic planning.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Almaney, Adnan. "Intercultural Communication and the MNC Executive," *The Columbia Journal of World Business*, Vol. 9, No. 4, 1974, pp. 23-28.

A multinational corporation executive must attend to many details of communication when working in a foreign culture. This involves awareness of the lines of thought and interaction patterns, verbally and nonverbally.

Elder, Owen C., Jr. "Communication Made Comprehensive," *College and University Journal*, Vol. 13, No. 3, 1974, pp. 30-32

Presents an overview of the role of public relations in higher education. Suggests the need for leadership in public relations, the interdependence between colleges and universities and the public, and proposes methods for improving communication.

Hewett, Thomas T., Gordon E. O'Brien, and John Hornik. "The Effects of Work Organization, Leadership Style, and Member Compatibility Upon the Productivity of Small Groups Working on a Manipulative Task," *Organizational Behavior and Human Performance*, Vol. 11, 1974, pp. 283-301.

Compatible and noncompatible groups with person- and task-oriented leaders were required to use four organizational situations while performing manipulative tasks. Higher productivity resulted in compatible and collaborative groups.

Jones, Allan P., James R. Lawrence, and John R. Bruni. "Black-White Differences in Psychological Climate and Organizationally Related Attitudes Aboard Navy Ships," avail. Texas Christian University, Fort Worth Institute of Behavioral Research, March 1975, 44 p.

Suggests that black sailors have attitudes, satisfaction levels, and reenlistment proportions different from their white counterparts. Ties this difference to the work situations. Results show whites in more sophisticated weapons divisions and blacks in deck and supply divisions.

Lally, Jim. "Staff Cliques, 'Peter' Principals, and Parochialism," *Journal of Educational Administration*, Vol. 12, No. 1, May 1974. pp. 76-83.

Discusses the danger of small, influential cliques that develop within organizations. These are often able to influence administrators, and therefore limit or even stifle innovation and creativity.

Mills, Quinn D. "Managing Human Relationships Among Organizations," *Organizational Dynamics*, Spring 1975, pp. 35-50.

A review of the literature on interorganizational relationships reveals serious gaps. Therefore, the author posts some action guidelines for managers confronted with communication to the external environment.

Paulson, Steven K. "Causal Analysis of Interorganizational Relations: An Axiomatic Theory Revised," *Administrative Science Quarterly*, Vol. 19, No. 3, September 1974, pp. 319-337.

Presents a revised model for interorganizational relationships. Includes eight independent variables within the model, which raises some questions about the viability of several classical organization theories.

Powell, James. "Work Stoppages and Public Relations: Winning the War of Words," *New Jersey School Leader*, Vol. 3, January-February 1975, p. 1920.

The article states that an ongoing public relations effort can build support and trust in management among employees and the public. Developing this type of trust can be extremely important during labor disputes.

Stephenson, Harriet B. "De-Stereotyping Personnel Language," *Personnel Journal*, Vol. 54, No. 6, 1975, pp. 334-335.

A primer to aid in overcoming the male bias of business language. Employs actual examples of sexist communication and illustrates how a concerned writer can make business language less offensive.

Swinth, Robert. "Organizational Problem-Solving," avail. Kansas Water Resources Research Institute, Manhattan, November 1974, 188 p. Contract DI-14-31-0001-3590.

Report states that organizations can effectively solve tasks with joint problem solving. Formulates propositions to describe distribution of responsibility and coordination. Analyses of relationship between the performance of various project groups and their use of various problem-solving techniques.

Wall, James A. "The Effects of Constituent Trust and Representative Bargaining Visibility on Intergroup Bargaining," *Organizational Behavior and Human Performance*, Vol. 14, 1975, pp. 244-256.

Investigates the effect of a group member's trust and the visibility of his representative's bargaining between groups. Findings reveal that constituent distrust in a representative engenders strong sequential effects which are detrimental to intergroup agreement.

(No author; alphabetized by title)

"Human Services Planning, Financing and Delivery in Virginia," Volume I, Phase III, avail. Virginia Division of State Planning and Community Affairs, Richmond, April 1974, 135 p. Government Report Number PB-240 526 Contract SRS-73.40.

Analyzes various projects in human service delivery with regard to costs of selected programs, impact of state and federal legislation,

and comparison of local goals and objectives. Initiation of communication mechanisms between agencies at both the state and local levels are given.

"Human Services Planning, Financing and Delivery in Virginia: Volume II, Services Integration Techniques Transferable to Other States," avail. Virginia Division of State Planning and Community Affairs, Richmond, April 1974, 120 p. Government Report No. PB-240 526 Contract SRS-73-40.

Outlines the development of techniques and uses of service integration projects in Virginia which are transferable, and adaptable for use by other states in similar projects. Also presents process for establishing a series of Interagency Conferences and development for interagency communication.

"One Way to Inform Workers: Face to Face with the Boss," *Industry Week*, Vol. 185, No. 4, April 28, 1975, pp. 22-24.

The Pitney-Bowes organization holds regularly scheduled management-employee meetings at all company locations. Most time goes to management's answers to tough employee questions.

"Selling Your Pet Project to Management," *Automation*, Vol. 21, No. 7, July 1974, pp. 63-64.

Staff assistants, managers, and production engineers must win top management's commitment to a specific change. This includes approval of system concept, budget, project schedule, and realtime involvement.

COMMUNICATION FACTORS AND ORGANIZATION GOALS

Literature analyzing the influence of communication factors on the intervening or end-results organization variables. These include communication attitudes, communication satisfaction, and communication planning including motivation via communication.

Intervening and end-result variables include organizational performance, morale, conformity to plans, adaptability including organization change and productivity.

Contains all studies primarily concerned with the influence of communication on organizational effectiveness.

The following topics were among those placed in this classification: organizational climate, job satisfaction, decision making, problem solving, management by objectives, participation, leadership, motivation, innovation, change, adaptability, and productivity.

BOOKS AND DISSERTATIONS

Abungu, Cornelio O. *A Delphi Study to Determine Factors which Contribute to Success in Administration of AA High Schools in Texas.* Ed.D. Dissertation, East Texas State University, 1975. DAI, Vol. 36, No. 2, p. 1185-A.

Employs the Delphi technique to solicit, identify, and organize administrative success factors in high school administration. Thirty-three high school principals identified 105 success factors. Findings, in terms of consensus levels, indicate that proper handling of personnel and human relations is highly important and that skilled communication plays a major role.

Beam, Henry H. *Effectiveness and Satisfaction as a Function of Managerial Style and Technological Complexity in a Navy Work Environment.* Ph.D. Dissertation, University of Michigan, 1975. DAI, Vol. 36, No. 3, p. 1629-A.

Aims to determine the management style most appropriate for U.S. Navy, autocratic or democratic. Tests the contingency approach

and finds no significant differences due to technology factors. Concludes that a universalist approach as Likert's System or McGregor's Theory Y is most applicable to Navy enlisted personnel. Emphasizes that the ability to control personal life is a significant factor in job satisfaction independent of technology.

Bennett, J. and E. L. Felton. *Managerial Decision Making: Case Problems in Formulation and Implementation.* Columbus, OH: Grid, Inc., 1974.

Presents case studies to discuss such topics as managerial point of view, analysis of managerial problems, implementing decisions, and communication techniques. The last section is covered in four pages on "writing effectively" and four pages on "speaking effectively."

Brennan, J. *The Conscious Communicator: Making Communication Work in the Work Place.* Reading, MA: Addison-Wesley, 1974.

Argues the necessity of building interpersonal relationships within work relationships as a method of improving organizational climate. Examines factors leading to counter-productive, adversary relationships; and offers suggestions for creating and maintaining healthy communication climates.

Cahoon, Allan R. *Managerial Behavior Under Conditions of Mandated Change in a Canadian Bureaucracy: An Empirical Study of the Relationships Among Job Satisfaction, Organizational Climate, and Leadership Change Styles.* Ph.D. Dissertation, Syracuse University, 1974. DAI, Vol. 35, No. 11, p. 7382-A.

Investigates the extent to which the leadership style used by supervisors in introducing change into an organization is related to employee job satisfaction and organizational climate. Four hundred employees of a Canadian Government Unit responded to three instruments and a demographic sheet. Findings indicate a significant relationship between dimensions of leadership change style and employee job satisfaction.

Cammann, Cortland. *The Impact of a Feedback System on Managerial Attitudes and Performance.* Ph.D. Dissertation, Yale University, 1974. DAI, Vol. 35, No. 5, p. 2455-A.

Explores the characteristics of feedback control systems (e.g. budgets) as a basic tool for directing employee energies into organizationally valued tasks. Data was gathered by interviews and questionnaire from 357 managers at four management levels. Overall the study indicates that feedback systems can positively influence motivation and behavior and that the infiltration of dysfunctional elements as defensive behavior will be determined by the way superiors use indicator information in controlling subordinates.

Caulum, David A. *A Descriptive Study of the Intraorganizational Communications of Counselors With the Focus Upon Counselors as Agents*

the openness of climate and general job satisfaction of teachers. Sample drawn from six rural and six suburban secondary schools. Methodology included the Minnesota Satisfaction Questionnaire to assess job satisfaction and Halpin-Croft's Questionnaire to determine the openness of organizational climate.

Ebert, Ronald J. and Terence R. Mitchell. *Organizational Decision Processes.* New York: Russak and Company, 1975.

A text in organizational decision making that analyzes the environmental influences on the decision process, the variables affecting the individual in his decision-making activities, and the process of group decision making.

Francis, David and Mike Woodcock. *People At Work: A Practical Guide to Organizational Change.* La Jolla, CA: University Associates, Inc., 1975.

A practical managerial guide for the nonacademically oriented manager. It contains methods for finding problems as well as suggestions for alleviating them. This book deals strictly with the applied aspects of management.

Freeman, James Kirk and Gerald A. Motta. *Contribution Toward Identifying the Developing Executive.* Master's Thesis, Naval Postgraduate School, Monterey, CA, 1975.

A pilot study in developing a method for identifying those with high "executive potential." Presents a list of capacity identifiers for observing executive ability or potential. Methods for validation are presented.

Graetz, Herbert G. *Verbal Behavior and Managerial Effectiveness of Super-Market Store Managers.* D.B.A. Dissertation, Harvard University, 1975. DAI, Vol. 35, No. 5, p. 2466-A.

Studies relationship between verbal behavior of store managers and managerial effectiveness. Methodology involved tape recording conversations of managers and employees, and coding selected transcriptions by categories derived from interaction process analysis. More effective managers were found to perform more of the following: (1) giving suggestions, (2) addressing by name, and (3) exchanging information.

Hitt, Michael. *The Organizational Conditions Conducive to Creative Endeavor and Their Relation to the Dimensions of the Effectiveness of Functional Work Units Within an Industrial Organization.* D.B.A. Dissertation, University of Colorado, 1974. DAI, Vol. 35, No. 4, p. 1804-A.

Concludes that there is a strong relationship between organizational climate and the effectiveness of the functional work unit, as perceived by members of work units. Questionnaire completed by eighty-three respondents in five industrial work units included questions as to internal environment (Litwin and Stringer), dimensions of

of Institutional Change. Ph.D. Dissertation, University of Wisconsin, 1974. DAI, Vol. 35, No. 6, p. 3419-A.

Explores the change agent role of school counselors. Behavioral variables measured included the purpose of counselor's communication, the frequency of communication within selected mediums, and the initiator of counselor's conversations with faculty. Institutional variables measured included the power structure and the openness of teachers' orientations. Data were derived from a questionnaire designed to measure these variables.

Clarke, Richard L. and Peter T. Pesenti. *Job Enrichment: Possible Criteria for Application in Air Force Organizations*. Master's Thesis, National Technical Information Service, Springfield, VA, 1974.

Addresses problem of identifying specific criteria for determining the applicability of a job enrichment program in a specific career area. Survey data obtained by using (JDI) job description index. Results indicate 26 percent of managers were dissatisfied with their job. Authors conclude that a job enrichment program may be a benefit in selected organizations.

Connolly, John P. *The Relationship of Selected Personal and Situational Characteristics to the Perceived Leader Behavior of Chief School Administrators*. Ed.D. Dissertation, Columbia University, 1975. DAI, Vol. 36, No. 1, p. 58-A.

Examines the relationship of leader behavior and selected personal (age, formal training, experience) and situational (residents' median family income, expenditure per pupil, and pupil size of school district) characteristics in ninety school districts. Situational characteristics are found to be better predictors than personal characteristics relative to leader behavior, both as to initiating structure and consideration.

Dennis, Harry S. III. *A Theoretical and Empirical Study of Managerial Communication Climate in Complex Organizations*. Ph.D. Dissertation, Purdue University, 1974. DAI, Vol. 36, No. 2, p. 595-A.

Represents an empirical study of two organizations for the purpose of analyzing concepts of communication climate and organizational climate. The relationship between communication climate and other organizational factors is explained. Communication climate is shown to be heavily dependent on five communication factors. Findings lead to conclusions that contest Likert's position that communication within the organization should be conceived only as an intervening, rather than a causal variable.

DiCaprio, Patrick R. *A Study of the Relationships of Organizational Climate to Job Satisfaction of Teachers in Selected Rural and Suburban Secondary Schools*. Ed.D. State University of New York at Albany, 1974. DAI, Vol. 35, No. 6, p. 3334-A.

Findings indicate that there is a significant relationship between

work unit effectiveness (House and Rizzo), and overall effectiveness (Georgopoulos and Mann).

Holt, Alain G. *An Investigation of the Relationships Between Administrative Leadership Behavior and Teacher Satisfaction: Dissatisfaction in an Elementary School District.* Ed.D. Dissertation, University of Illinois at Urbana-Champaign, 1974. DAI, Vol. 35, No. 12, p. 7559-A.

Investigates four categories of leadership behavior in relation to staff's fulfillment of motivator and hygienic needs. Employs McGreal's Personnel Survey for data collection and relates to Halpin's dimensions of consideration and initiating structure. Concludes that principal's leadership behavior can promote a school environment which enhances teachers as people and professionals.

Kenis, Izzettin. *A Cross-Cultural Study in Leadership Styles and Personality.* Ph.D. Dissertation, New York University, 1974. DAI, Vol. 35, No. 8, p. 4789-A.

Compares two cultures with respect to personality and leadership preferences of first-line supervisors and leadership behavior of their superiors. Responses of 150 Turkish and 147 American supervisors indicate that Turkish supervisors exercise higher authoritarianism while American supervisors have a higher preference for participation and exert greater influence on their superiors.

Laird, Robert E. *The Relationship of the Leader Behavior of Principals and Teacher Morale in the Vocational Centers of Maryland.* Ed.D. Dissertation, University of Maryland, 1974. DAI, Vol. 35, No. 6, p. 3589-A.

Indicates a significant positive relationship between perceived leader behavior and morale. Teacher morale was sampled with the Purdue Teacher Opinionnaire and leader behavior was described by the use of the Leader Behavior Description Questionnaire Form XII. Subjects were 179 teachers at 14 vocational centers.

Lawler, Edward III. *Motivation in Work Organizations.* Brooks and Cole Publishing Company, 1973.

Written with the student audience in mind, this book is about the motivational determinants of behavior in the work organization. Contents of book structured in motivational needs and outcomes, motivation and behavior, satisfaction and behavior, and decision to work in an organization. Information may be found dealing with day-to-day motivational problems.

Little, Eddie J. *Relationship Between Interpersonal Behavior or Group Roles of Elementary School Principals and Their Management Systems.* Ed.D. Dissertation, University of Houston, 1974. DAI, Vol. 35, No. 5, p. 2589-A.

Represents a leadership study that examines the interpersonal and

group behavior of nine elementary school principals in relation to management systems in their schools. Bales Interpersonal Form A is used to assess perceptions of behavior, and Likert's Profile of Organizational Characteristics to assess the nature of the current management system. Three null hypotheses are tested. Concludes that there are significant relationships.

Loring, Rosalind and Theodora Wells. *Breakthrough: Women into Management.* New York: Van Nostrand Reinhold Co., 1972.

Discusses the many factors involved in recruiting, employing, training, and advancing women into higher management positions. Book deals with managerial climate and expectations. Also focuses on traditional and changing patterns with reflections on organizational policies.

Lundquist, Richard O. *An Attempt in Organization Development Toward Participative-Group Style Management: A Case Study.* D.B.A. Dissertation, The George Washington University, 1974. DAI, Vol. 35, No. 9, p. 5614-A.

Studies a firm's attempt toward participative-group style management. Job fulfillment is analyzed in terms of communication, interaction, expression, self-valuation, and other factors. Findings indicate that participative criteria and techniques in the areas of responsibility, decision making, and mutual goal setting, appeared to play a less important role in motivations and organizational climate than self-value, expression, and expectations.

Margerison, Charles J. *Managerial Problem Solving.* New York: McGraw-Hill Book Company, 1974.

Examines the nature and content of managerial problem solving and suggests alternative ways of meeting such practical problems as grievance disputes, industrial relations, work allocations, and interviews. The book contains case studies to allow the readers to analyze and understand their own problems and determine the method to handle them.

Maude, Barry. *Practical Communications for Managers.* New York: Longman, 1974.

Advice about influencing committees, company publications, talking to foreigners, and all the more unusual aspects of how to communicate in business.

Motamedi, Kurt K. *The Interrelationships of Need for Achievement, Organizational Climate, and Management by Objectives and Their Effect on Managerial Work Satisfaction.* Ph.D. Dissertation, University of California, 1974. DAI, Vol. 35, No. 8, p. 4793-A.

Presents a systemic model indicating the level of managerial work satisfaction to be dependent on both the manager's own personality

attributes and his work environment characteristics. Data consisted of the responses of 133 managers who worked in different organizations with MBO systems. Effective MBO systems were found to coexist with participative organizational climates.

Moser, Robert N. *A Study of Relationships Between the Perceived Organizational Environment of Secondary Schools and Teacher Morale.* Ph.D. Dissertation, George Peabody College for Teachers, 1974. DAI, Vol. 36, No. 1, p. 77-A.

Investigates the relationships between management style and teacher morale in secondary schools. Instruments employed include the Profile of a School (Form T) to collect data on organizational environment and the Purdue Teacher Opinionnaire to measure morale. Findings indicate a high positive correlation at the .01-level of significance.

Parker, Thomas M. Jr. *The Relationships Between Organizational Climate and Job Satisfaction of Elementary Teachers.* Ed.D. Dissertation, University of Virginia, 1974. DAI, Vol. 35, No. 4, p. 1927-A.

Data was collected in 24 elementary schools by use of the Organizational Climate Description Questionnaire, the Minnesota Satisfaction Questionnaire and the School Situational Data Form. Findings indicated clearly that there was a relationships between openness of organizational climate and satisfaction but that the perception of openness differed between teachers depending on age and other factors.

Randle, Eleanor M. *Staff Relationships, Morale, and Communications as They Affect a School System's Internal Public Relations.* Ed.D. Dissertation, Memphis State University, 1974. DAI, Vol. 36, No. 2, p. 652-A.

Investigates the influence of staff relationships and communications in respect to classroom teachers' perceptions of their trust in central staffs, belief in school system, and identification with organizational goals of the system.

Schaupp, Dietrich L. *A Cross-Cultural Study of a Multinational Company: Attitudes of Satisfactions, Needs, and Values Affecting Participative Management.* D.B.A. Dissertation, University of Kentucky, 1974. DAI, Vol. 35, No. 4, p. 1813-A.

Explores perceptual differences across eight national cultures concerning participative ideology. Participative management was viewed as related to leadership style and upward influence channel. Findings indicate that every culture experiences a positive association between overall satisfaction and measures related to the upward influence channel; and that a majority of employees in each culture prefers participative leadership.

Shaner, Michael. *The Relationship Between Personal Values, Organizational Climate and Organizational Effectiveness: A Study of the Hospitality*

Industry. Ph.D. Dissertation, University of South Carolina, 1974. DAI, Vol. 35, No. 4, p. 1814-A.

Studies the relationship between personal values (standards for guiding action), organizational climate, and effectiveness in seven large hotels by employing Rokeach's Value Survey, Litwin, Stringer, Meyer's Climate Profile, and Mahoney's Organizational Characteristics Inventory. Ninety-four supervisors participated. Findings indicate that certain values and organizational climate characteristics are significantly related to effectiveness.

Skor, Constance R. *Implementation of Change and Selected Organization Variables*. Ed.D. Dissertation, Yeshiva University, 1974. DAI, Vol. 35, No. 10, p. 6412-A.

Determines that there is a predictable relationship between the organization climate of a school and the degree to which a school implements change. The independent variables closely follow Likert, i.e., the principle of supportive relations, group decision making, high goal setting, and overall climate of the school. The dependent variable calls for an innovation of sufficient proportions to require new or different behavior.

Smith, Mary E. *Effectiveness in Urban Elementary Schools As a Function of the Interaction Between Leadership Behavior of Principals and Maturity of Followers*. Ed.D. Dissertation, University of Massachusetts, 1975, DAI, Vol. 36, No. 2, p. 657-A.

Examines the interaction between perceived leader behavior and follower maturity as they relate to effectiveness. Leader behavior considered as (1) task-oriented, and (2) relationship-oriented. Maturity defined as (1) time competence, and (2) innerdirected support or independence. Effectiveness analyzed in terms of end-result variables and intervening variables. Finds significant positive correlation between effectiveness and leader high task, low relationship-oriented behavior when followers are of below-average maturity.

Truitt, Thomas E. *A Study of the Relationships Between the Leader Behavior of Principals and Organizational Outputs of High Schools in North Carolina*. Ed.D. Dissertation, The University of North Carolina at Chapel Hill, 1974. DAI, Vol. 36, No. 1, p. 85-A.

Findings indicate a positive and significant relationship between leader behavior characteristics and organizational outputs. The Leader Behavior Description Questionnaire measured initiating structure and consideration of principals, while a new questionnaire was developed to measure the following dimensions of organizational output: productivity, integration potential, organizational health, and feedback.

Walters, Roy W. and Associates. *Job Enrichment for Results: Strategies For Successful Implementation*. Reading, MA: Addison Wesley Publishing Co., 1974.

Intends to assist those who wish to utilize their human resources more effectively. Translates motivational theory and concepts into practice. Provides model for line and staff managers which should help illustrate means for unlocking motivational drive.

Wangsotorn, Tong-In. *Decision Making and Information Needs of Administrators in a Selected School System.* Ph.D. Dissertation, University of Minnesota, 1974. DAI, Vol. 35, No. 8, p. 4954-A.

Analyzes decision making as to areas, modes, nature, lengths, occasions, and stages of decision; and studies the dimensions of information as to accessibility, usage, recordation frequencies of use, and main sources. Employs the Critical Incident Technique for data collection interviewing fourteen subjects over ten weeks, each subject being interviewed five times, once every two weeks. The structured interview format was used to record the responses.

Watson, James P. *The Interaction between Leadership, Climate, and Satisfaction in a Professional Organization.* Master's Thesis, Naval Postgraduate School, Monterey, CA, 1974.

Investigated the correlation between leadership style, organizational climate, and employee satisfaction. Findings supported the hypothesis that high supervisor concern for both "task" and "relationship" would correspond to high employee satisfaction; and low concern for both "task" and "relationship" would correspond with low employee satisfaction.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Acker, Joan and Donald R. Van Houten. "Differential Recruitment and Control: The Sex Structuring of Organizations," *Administrative Science Quarterly*, Vol. 19, No. 2, June 1974, pp. 152-163.

Examines three factors which affect differential participation in organizations by different sexes. These factors are: (1) recruiting women into dependent and passive job roles; (2) selective recruitment of compliant women; and (3) sex-biased control mechanisms within organizations.

Aplin, John C. and Duane E. Thompson. "Successful Organizational Change," *Business Horizons*, Vol. 17, No. 4, August 1974, pp. 61-66.

A strong case for survey feedback is contrasted with alternative intervention techniques aimed at lasting organizational change. Examples are included to prove feedback's superiority.

Atthill, Charles. "Decisions for Industry," *Industrial Training International*, Vol. 9, No. 12, December 1974, pp. 375-377.

Some of the features of decision making in business are illustrated through the decision projects. Real problems of an oil company are

used, and the real data is used as the basis for problem solving and decision making in this article.

Balch, B. W. "The Four-Day Week and the Older Workers," *Personnel Journal*, Vol. 53, No. 12, December 1974, pp. 894-896.

Deals with older employee attitudes and job satisfaction toward the four-day work week. Explores changes in the work environment as a result of shortening the working hours.

Balderston, Jack L. "The Tiger in the Management Jungle," *Journal of Systems Management*, Vol. 26, No. 5, May 1975, pp. 7-9.

A communication gap between executive and systems analyst can close by taking action after paying careful attention to meeting the organization's needs and to taking necessary risks to get close enough to actually understand one another.

Belohov, James A., Paul Popp, and Michael Porte. "Communication: A View From the Inside of Business," *The Journal of Business Communication*, Vol. 11, No. 4, Summer 1974, pp. 53-59, American Business Communication Association, Urbana, IL. 7 p. ERIC ED 101-327.

Study to determine the importance business places on effective communication to see if there is a need for communication courses at the graduate level. Personnel officers of 250 large organizations were surveyed concerning their attitudes about the courses.

Billings, Charles R. "Understanding Meta-Decisions: The Key to Effective Organizational Change," *Journal of Educational Data Processing*, Vol. 11, 1974, pp. 4-39.

The need for individuals to become aware of the decision-making process of institutions that directly affect them is reviewed in the article. The article also looks at past attempts to effect human relations approach and also a systems approach.

Brady, Max H. "Have You Learned to Delegate?" *Hydrocarbon Processing*, Vol. 53, No. 9, September 1974, pp. 243-244, 246, 248.

Recognize that delegation of authority involves risk, so build trust in your organization. Set mutual standards, communicate frequently with new managers, and, chiefly, use delegation as a tool to develop new people.

Brown, R.V. *et al.* "Decision Analysis as an Element in an Operational Decision Aiding System," Decisions and Designs Inc., McLean, VA, September 1974 Report Number TR-74-2.

Reports on several projects to develop better operational decision aids. Focuses on contribution of modern decision analysis to action selection process (as opposed to data preparation process) at the task force command level.

Buchanan, Bruce. "Building Organizational Commitment: The Socialization of Managers in Work Organizations," *Administrative Science Quarterly*, Vol. 19, No. 4, December 1974, pp. 533-546.

Study surveys 279 business and government managers. Identifies several commitment relevant organizational experiences and suggests that the influence potential of particular experiences varies significantly with tenure.

Bullard, James E. "The Technicians's Upward Climb," *Technical Education Reporter*, Vol. 1, No. 1, May 1974, pp. 33-37.

Suggests methods of progressing along career paths for technicians. These include questioning recruiters, developing exploratory attitudes in new jobs, and seeking responsibility. Recommends regular and frequent interaction with supervisors and counselors to assess job progress.

Butterworth, James R. "Feedback and Objectives," *Training and Development Journal*, Vol. 29, No. 1, January 1975, pp. 46-47.

Industrial objectives, if they are employee oriented, produce feedback, and the motivation derived from the feedback helps reduce turnover. According to this article, feedback is the power to clarify objectives, to stimulate communication, and to motivate people.

Calitz, Coenraad J. *et al.* "Job Characteristics, Personal Interests, and Response: Disposition of Incumbents as Related to Job Satisfaction," avail. Purdue University, Lafayette, IN, Occupational Research Center, September 1974, 67 p. U.S. Government Report No. TR-8 Contract N00014-67-A-0226-0016.

Study deals with the use of questionnaires to analyze the relationships between job satisfaction and certain characteristics of the job as work quality dimensions and job-related interests. Measurement of the data is by the Job Descriptive Index (JDI).

Cammann, Cortland *et al.* "Effectiveness in Work Roles, Report 1: Validating Quality of Employment Indicators," avail. Michigan University, Ann Arbor, MI, Survey Research Center, April 1975, 201 p. U.S. Government Report No. DLMA-92-26-70-35-1 Contract DL-92-26-72-35.

Study examines criteria of work role effectiveness representing the three perspectives of the employee, the employer, and society, using four methods of data collection—interviews, observations, company records, and supervisory ratings. Identifies eleven criteria of effectiveness.

Cascio, Wayne F. "Functional Specialization, Culture, and Preference for Participative Management," *Personnel Psychology*, Vol. 27, No. 4, Winter 1974, pp. 593-603.

Investigation of managerial decision making and the cultural differences in preference for decision-making styles.

Cummings, P. W. "Does Herzberg's Theory Really Work?" *Management Review*, Vol. 64, No. 2, February 1975.

Suggests factors leading to job satisfaction (motivators) are distinct from those leading to job dissatisfaction (hygienics). Concludes that there is a low positive correlation between motivational and hygienic factors throughout the corporate hierarchy.

Cummings, T. G., E. S. Molloy, and Roy H. Glan. "Intervention Strategies for Improving Productivity and the Quality of Work Life," *Organizational Dynamics*, Summer 1975, pp. 52-68.

No one intervention strategy can increase productivity and job satisfaction. It takes a combination of strategies with emphasis on discretion to improve job satisfaction and on feedback to boost productivity.

Cuvillier, Rolande. "Intellectual Workers and Their Work in Social Theory and Practice," *International Labor Review*, Vol. 109, No. 4, April 1974, pp. 291-317.

Analyzes the relationship between intellectual workers and their work. Demonstrates the wide disparity between intellectual workers and others. Cautions against the dehumanization of intellectual work.

Dawes, Rolyn M. "Formal Models of Dilemmas in Social Decision Making," *Research Bulletin*, Vol. 14, December 1974.

The concept of anti-social behavior in decision making is discussed. A simple game is presented according to the principle that benefit for anti-social behavior accrues directly to the individual, whereas loss is spread out among all players.

DiMarco, Nicholas and Steven Norton. "Life Style, Organizational Structure, Congruity, and Job Satisfaction," *Personnel Psychology*, Vol. 4, 1974, pp. 581-591.

Views the tension between lifestyle and work format. Attempts to measure these dimensions by assessing their relative congruity as an explanation for variance in job satisfaction. Suggests advantages of an environment with a low bureaucratic orientation.

Doris, Dennis A. "Metamotivation-Leadership: Management's Newest Frontier," *Adult Leadership*, Vol. 23, No. 1, May 1974, pp. 18-19, 32.

Describes the metamotivational theory of leadership, which provides a method of increasing individual, organizational, and social productivity through self-actualization time. Suggests that increased self actualization results in increased productivity.

Downey, Kirk H., John E. Sheridan, and John W. Slocum. "Analysis of Relationships Among Leader Behavior, Subordinate Job Performance, and Satisfaction: A Path-Goal Approach." *Academy of Management Journal*, Vol. 18, June 1975, pp. 253-262.

Article presents exploratory research investigating the viability of Path-Goal leadership theory. Specifically, it probes effects of leader "consideration" and "initiating structure." Results were inconclusive.

Dozortsev, V. A. "Legal Status Administrative Organs, Functions of USSR Academy of Sciences," avail. Joint Publications Research Service, Arlington, VA, March 1975, 14 p.

Describes the functions and form of activity of the USSR Academy of Sciences with emphasis on management, personnel, and translations.

French, Wendell L. and Robert W. Hollman. "Management by Objectives: The Team Approach," *California Business Review*, Vol. 17, Spring 1975, pp. 13-22.

MBO traditionally has involved one-to-one interaction, but a collaborative or team approach is described as being superior.

Fry, Fred L. "Operant Conditioning in Organizational Settings: Of Mice or Men?" *Personnel*, Vol. 51, No. 4, July 1974, pp. 17-24.

Organizational behavior modification works with Skinner's animals but not with complex human beings. O.B. modification is thus too narrow, mechanistic, and manipulative, so don't trust it.

Gavin, James F. "Racial Differences in Job Attitudes and Performance: Some Theoretical Considerations and Empirical Findings," *Personnel Psychology*, Vol. 27, No. 3, 1974, pp. 455-464.

Nondefinitive study comparing black and white worker attitudes in similar jobs in the same company. Focus on the strength of relationship between ethnic group and satisfaction. Generalizations unwarranted though blacks appear more satisfied.

Gomez, Luis R. and Stephen J. Mussio. "An Application of Job Enrichment in a Civil Service Setting: A Demonstration Study," *Public Personnel Management*, Vol. 4, 1975, pp. 49-54.

An experiment on eight subjects indicated that job enrichment does improve the level of satisfaction and productivity. Communication is investigated in terms of feedback on job performance.

Grooms, David W. "Decision Making in Management (A Bibliography with Abstracts)," avail. Technical Information Service, Springfield, VA, June 1975, 81 p.

Presents research on federal, state, and local government decision making. Includes decision-making aids and evaluation of criteria when making decisions. Report contains 76 abstracts.

Gunderson, Eric E. K. "Introduction: Psychological Studies in Antarctica," avail. Navy Medical Neuropsychiatric Research Unit, San Diego, CA, 1974, 20 p.

Examines various sources of screening information as predictors of individual and group adjustment during the Antarctic winter. Shows that occupational role is an important determinant of job satisfaction.

Hackman, J. R. "A New Strategy for Job Enrichment, Technical Report No. 3," Yale University, New Haven, CT, Department of Administrative Sciences, May 1974, 39 p. ERIC ED 099-631.

Paper examines a basic theory of job motivation, a group of core dimensions which create conditions for internal motivation on the job, diagnostic tools for evaluating jobs and people's reactions to them, and five steps to increase employee motivation, satisfaction, and production.

————. "On the Coming Demise of Job Enrichment," avail. Yale University, New Haven, CT, Department of Administrative Sciences, December 1974, 33 p.

Explores a number of frequently-observed errors in implementing job enrichment that can lead to failures of the technique, and identifies ingredients found to be common to most of the successful job enrichment projects.

Hackman, J. R., and Greg R. Oldham. "Motivation Through the Design of Work: Test of a Theory," avail. Yale University, New Haven, CT, Department of Administrative Sciences, December 1974, 48 p. U.S. Government Report No. TR-6 Contract N00014-67-A-0097-0026, DL-21-09-74-14.

Proposes a model that specifies the conditions which will internally motivate individuals to perform effectively on their jobs. Discusses special features of the model and compares the model to other theories of job design.

Hammer, Tove H. and Peter H. Dachler. "A Test of Some Assumptions Underlying the Path Goal Model of Supervision: Some Suggested Conceptual Modifications," *Organizational Behavior and Human Performance*, Vol. 14, 1975, pp. 60-75.

Assumptions about subordinate motivation are used to delineate the psychological meaning of the Consideration and Structure leadership dimensions. These assumptions of Path-Goal theory are questioned and modifications are suggested.

Harvey, Michael. "Informing Employees for Better Relations," *Accountancy Age*, London, May 31, 1974, p. 10. [Reprinted in *CPA Journal*, Vol. 45, No. 2, February 1975, pp. 53-54.]

Informing subordinates of an organization's costing system increases their understanding of management's behaviors and brings their goals closer to management's goals.

Hatfield, Gordon B. and Joe Silverman. "A Theoretical Approach to Multi-objective Decision Problems," avail. Navy Personnel Research and Development Center, San Diego, CA, November 1974, U.S. Government Report No. NPROC-TR-75-15.

Develops a decision-making theory addressed to higher-order decision problems characterized by multiple objectives, conflicting goals, and an uncertain decision environment. Centering on three concepts—goals, preferences, and constraints—provides a framework for a wide diversity of decision behavior.

Heath, Brooks N. "Western Electrics Motivation and Enrichment Trial," *Management Review*, Vol. 64, No. 3, March 1975, pp. 40-43.

Western Electric employs motivation and enrichment training as a form of participative management geared to performance improvement. Enhances employee self-respect to establish an expectancy cycle which prompts individual motivation and identification with organizational goals.

Heichberger, Robert L. "A Theoretical Approach to Conflict in Organizational Change Processes," *Education*, Vol. 94, No. 3, February-March 1974, pp. 205-236.

Discusses the problems involved in change processes in educational organizations. Maintains that many of these problems are caused by conflicting perceptions of the change processes themselves.

Herzberg, Frederick. "New Perspective on the Will to Work," *Management Review*, Vol. 63, No. 11, November 1974, pp. 52-54.

Discusses why people do not want to work. Describes failures of management systems due to advocacy of dehumanizing techniques.

Holland, Winford E., Nancy S. Bushman, and William J. Kretlow. "Management Style and Nature-of-Problem Variables as Predictors of Information Source Importance in Managerial Decicion Making Process," *Journal of Applied Communications Research*," Vol. 3, November 1975, pp. 85-97.

Written, internal, and interpersonal variables were used to study managerial decision making. In the conclusions, the authors found that these kinds of variables influence the manager's choices of information sources in the organizational context.

Hombert, William J. III. "The Psychological Implications of Decision Making," Regional Counselor Training Center, Charleston, WV, December 1974, Grant No. SRS-45-15092.

Discusses the different implications of various personality models in view of the decision-making process. Suggests further implications for organizations and administrators.

House, Robert J. and Terence R. Mitchell. "Path-Goal Theory of Leader-

ship," avail. Washington University, Seattle, WA, Department of Psychology, April 1975, 22 p.

The path-goal theory of leadership states that a leader's behavior functions through its impact on subordinates' perceptions of paths to goals and the attractiveness of the goals.

Hubiak, B. "Meeting Management's Needs for Adequate Communication," Naval Missile Center, Point Mugu, CA, August 1974, U.S. Government Report No. NMCLTP-74-41.

Public and private organizations are investigated to understand the communications needs of program managers. Suggests development of methods to meet immediate and long-term needs of managers.

Ivancevich, John M. "Changes in Performance in a Management by Objectives Program," *Administrative Science Quarterly*, Vol. 19, No. 4, December 1975, pp. 563-574.

Empirically-based longitudinal study of performance in a manufacturing company that uses management by objectives is described in this article. Analyzes the performance of the subordinates of 181 MBO-involved supervisors who work in the marketing and the production departments. The variables of time-lag, reinforcement, and sustaining improvements in performance are considered and analyzed in the study.

James, L. R. *et al.* "An Examination of Job Satisfaction Dichotomies," avail. Texas Christian University, Fort Worth Institute of Behavioral Research, April 1975, 18 p.

Analyzes 15 job satisfaction items and determines three components: intrinsic job satisfaction, extrinsic job satisfaction as organizational mediated, and extrinsic job satisfaction as mediated by the work environment.

Jargo, Arthur and Victor Vroom. "Perceptions of Leadership Style," Yale University, New Haven, CT, School of Organization and Management, November 1974, Report No. TR-6.

Data describing an individual leader's style is gathered from leader and subordinates. The two sets of data suggest only limited agreement between leader's perceived style and subordinate's perception of leader's style.

Jones, Allan P., Lawrence R. James, and John R. Bruni. "Perceived Leadership Behavior and Employee Confidence in the Leader as Moderated by Job Involvement," avail. Texas Christian University, Fort Worth Institute of Behavioral Research, March 1974, 4 p.

Study examines the effect of job involvement upon the relationship between perceived leader behaviors and confidence and trust in the leader. Results state that the high-job-involvement sample tend

to have significantly lower correlations between confidence and trust and leadership variables.

Jusenius, Carol L. and Richard L. Shortlidge, Jr. "Dual Careers: A Longitudinal Study of Labor Market Experience of Women, Volume III," avail. Ohio State University, Columbus, OH, Ohio Center for Human Resource Research, February 1975, 185 p. Government Report No. DLMA/NLS-82-39-72-21-12 Contract DL-82-39-72-21.

Reports on the labor market experiences of women who were 34 to 48 years of age in 1971. Discusses the movement of working women into and out of stereotyped female occupations, and analyzes their hourly earnings and job satisfaction.

Katzell, Raymond A. and Daniel Yankelovich. "Improving Productivity and Job Satisfaction," *Organizational Dynamics*, Summer 1975, pp. 69-80.

The authors examine the resurgence of concern with productivity and quality of work life and point out that workers are most productive and satisfied when their performance is both recognized and rewarded in terms meaningful to the workers themselves.

Keller, Robert T. "Role Conflict and Ambiguity: Correlates with Job Satisfaction and Values," *Personnel Psychology*, Vol. 28, No. 1, 1975, pp. 57-64.

Extends relationships between role conflict, ambiguity, and job satisfaction by using a multidimensional conception of job satisfaction. Finds ambiguity to associate with low work satisfaction, but not overall satisfaction. Relates role conflict with extrinsic dimensions of satisfaction, but not to the work itself.

Kesselman, Gerald A., Eileen Hagen, and Robert J. Wherry, Sr. "A Factor Analytic Test of the Porter-Lawler Expectancy Model of Work Motivation," *Personnel Psychology*, Vol. 27, No. 4, 1974, pp. 569-579.

Attempts to measure a few key variables associated with the Porter-Lawler (1968) expectancy model in order to determine its validity. Remodels the element-to-element approach with a (chain-like) factor analytic approach with hierarchical rotation.

Knowles, M. C. "Interdependence Among Organizational Variables," *Human Relations*, Vol. 28, No. 5, July 1975, pp. 431-449.

The relationships between production, quality, costs, job satisfaction, work anxiety, accidents, absence, turnover are compared among work sections. Within the sections, the variables are shown to be clearly related.

Labay, Michael J. and Donald H. Pekenpaugh. "The Bracketing Technique: A Method for Defining Administrative Needs and Priorities," paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL, April 1974, 17 p. ERIC ED 094-460.

Defines "Bracketing" as a procedure whereby individual decision-making team members sharpen their perceptions of organizational needs prior to administrative action. Compares and contrasts the Delphi technique to Bracketing.

Lasher, Harry J. "The Employee Performance Syndrome: Is Improvement Possible?" *Personnel Journal*, Vol. 53, No. 12, 1974, pp. 897-901.

Asserts precise definitions of organizational and personal goals which lead to improved employee performance. Emphasizes how a manager might approach this goal in a nondestructive way.

Lassiter, Will E. "Naval Officer Retention in an All Volunteer Force Environment: Job Proficiency and Organizational Climate," avail. Data Solution Corporation, McClean, VA, February 1975, 165 p. U.S. Government Report No. N00014-73-C-0261.

Data on job satisfaction were collected from 1,801 Naval officers. Results suggest that payoff of career motivation efforts in an organization can be measured and programs initiated to improve selective retention.

Lewis, Andrew C. *et al.* "Effectiveness of Group Brainstorming in Engineering Problem Solving," *IEEE Transactions in Engineering Management*, Vol. EM-22, No. 3, August 1975, pp. 119-124.

A review of experiments evaluating group brainstorming, some using executives as well as student subjects, indicate that the pooling of individual brainstorming efforts appears more advantageous than group brainstorming efforts in solving engineering problems.

Louviere, Vernon. "A Penny for the Owners, 32 Cents for Employees," *Nation's Business*, Vol. 62, No. 8, August 1974, p. 26.

One company's happy experience with its second annual report to employees. People feel they really matter on seeing where the company money goes.

Luke, Robert A. "Matching the Individual and the Organization," *Harvard Business Review*, Vol. 53, No. 3, May-June 1975.

Surveys the history and the literature of organizational integration; that is, the relationships of individual needs versus corporate needs. Presents three approaches organizational behaviorists now use in companies that managers themselves might employ to effect change.

Luthans, Fred and Robert Kreitner. "The Management of Behavioral Contingencies," *Personnel*, Vol. 51, No. 4, July 1974, pp. 7-16.

This approach to managing human resources, called organizational behavior modification, focuses on conditioning theory.

Mankoff, Albert W. "Values—Not Attitudes—Are the Real Key to Motiva-

tion," *Management Review*, Vol. 63, No. 12, December 1974, pp. 23-29.

A single value may underlie dozens of attitudes. Suggests attitude surveys are solely symptomatic, avoiding value systems as the generator of worker motivation. Feels business must move toward more humanistic values to avoid being at odds with employees.

McElreath, Mark P. "Right to Know and Employee Cognitions on Communication," *Journalism Quarterly*, Vol. 50, No. 4, 1973, pp. 773-776.

Discusses the effects of the public's right to know on public employees' attitudes toward the information available in their organization.

McPoland, Roy. "Security and Communications," *Stores*, Vol. 56, No. 10, October 1974, pp. 15, 30.

Retailer, make your employees' goals match your organization's goals. Take the time to establish open communication channels throughout the organization. Use training personnel strategically, realizing that people learn at different rates.

Miner, John B. "The Real Crunch in Managerial Manpower," *Harvard Business Review*, Vol. 51, No. 6, November-December 1974, pp. 146-158.

Claims that the chief cause of the predicted dearth in managerial talent is "no will to manage." Examines the types of remedial actions that companies can take, such as more selective recruitment, more weeding out, and more participative management.

Mitchell, Terence R. and Charles M. Smyser. "Locus of Control: Supervision and Work Satisfaction," avail. Washington University, Seattle, WA, Department of Psychology, July 1974, Report No. TR-76-56.

Over 900 employees, including 169 managers, participate in a study attempting to replicate and extend a number of findings relating to work variables and an individual's perceptions of control locuses.

Molander, Christopher F. "Change and the Business Organization," *BACIE Journal*, Vol. 28, No. 2, July 1974, pp. 24-26.

Describes four areas of change occurring in contemporary organizations: authority, information, technological, and educational. Suggests organizational development in the areas of structure, motivation, job satisfaction, team building, industrial relations, and conflict situations.

Morrisey, G. L. "Without Control MBO is a Waste of Time," *Management Review*, Vol. 64, No. 2, February 1975.

Evaluation of results is the key to management by objectives. Suggests three-stage approach to the management control functions and indicates how to effect feedback mechanisms and corrective actions while maintaining the humanity of the process.

Oldham, Greg R. "The Impact of Supervisory Characteristics on Goal Acceptance," *Academy of Management Journal*, Vol. 18, September 1975, pp. 461-475.

A multilevel model of goal acceptance is proposed. Supervisory characteristics affect subordinates' stated acceptance of supervisor assigned goals but not the quality or quantity of subordinates' task performance.

Osborn, Richard N. and James G. Hunt. "Environment and Organizational Effectiveness," *Administrative Science Quarterly*, Vol. 19, No. 2, June 1974, pp. 231-246.

Examines environmental risk, dependency, and interorganizational relationships as factors in environmental complexity. Studies in twenty-six small, rigidly structured organizations indicate that neither risk nor complexity is related to organizational effectiveness.

Parchelo, Ray. "The Square Wheel," *Canadian Training Methods*, Vol. 6, No. 6, April 1974, pp. 110-112.

Recommends that managers consider the interrelation of factors leading to organizational ineffectiveness. Presents techniques for management problem-solving situations and stresses identification of all elements of organizational problems.

Peters, Lawrence H. and James R. Terborg. "The Effects of Temporal Placement of Unfavorable Information and of Attitude Similarity on Personnel Selection Decisions," *Organizational Behavior and Human Performance*, Vol. 13, April 1975, pp. 279-293.

Two studies are reported to determine the joint effects of attitude similarity and the temporal placement of unfavorable applicant information on personnel decisions and minimize such effects by providing job-related qualifications predictive of job success.

Pitts, Robert A. "Incentive Compensation and Organization Design," *Personnel Journal*, Vol. 53, No. 5, May 1974, pp. 338-344, 348.

Presents a framework for designing and carrying out an incentive compensation plan in organizations. Discusses findings from examination of plans actually implemented in eleven large firms.

Place, William S. and Peter F. Sorenson. "Perceptions of Influence Relationships and Faculty Satisfaction: A Study in Organizational Control," *Perceptual and Motor Skills*, Vol. 38, No. 3, June 1974, pp. 953-954.

Describes factors relevant to power and influence of academic department chairman. Findings indicate that one of these factors is positive perceptions of the institution by the department faculty.

Prothers, Joyce and Fred E. Fiedler, "The Effect of Leadership Change on Individual Behavior and Performance: An Extension of the Contingency Model," avail. Washington University, Seattle, WA, Department of

Psychology, October 1974, Report No. TR-74-59.

Extends Fiedler's (1967) Contingency Model of Leadership effectiveness to predicting work behavior by individuals who do not hold supervisory positions.

Quibble, Zane K. "Administrative Office Managers Utilization of Participative Management in Supervising Office Employees," paper presented at the Annual Meeting of the American Educational Research Association, Chicago, IL, April 1974, 15 p. ERIC ED 094 220.

Study of self-perceived role of administrative office managers in participative management. Purpose is to enable office managers to develop relevant instructional programs based on current practices in the business world. Data compiled from 132 usable questionnaire responses.

Quinn, R. *et al.* "Job Satisfaction: Is There a Trend?" *Manpower Research Monograph No. 30*, U.S. Government Printing Office, Washington, DC, December 1974, 60 p. ERIC ED 090 374.

Reviews some of the major research on job satisfaction conducted in past 40 years. Discusses satisfaction in 5 major sections: trends, distribution of satisfaction; what Americans want from jobs, importance of job satisfaction; new approaches and findings. Extensive reference material included.

Rotondi, Thomas, Jr. "Organizational Identification: Issues and Implications," *Organizational Behavior and Human Performance*, Vol. 13, February 1975, pp. 95-109.

An empirical study examines the composition of the identification construct, the transference of identification behavior among organizational targets, and the behavioral mechanisms underlying the identification response. Identification may produce dysfunctional as well as functional outcome.

Roussell, Cecile. "Relationship of Sex of Department Head to Department Climate," *Administrative Science Quarterly*, Vol. 19, No. 2, June 1974, pp. 211-220.

Examines the relationship between sex of department head and organizational climate in ten senior high schools. Measures organizational climate to determine teacher attitudes of male and female department heads.

Ryman, D. and R. J. Biersner. "Attitudes Predictive of Diving Training Success," *Personnel Psychology*, Vol. 28, No. 2, 1975, pp. 181-188.

Studies the usefulness of attitudes as predictors of success among underwater demolition teams. A questionnaire served to measure attitudes concerning training motivation, leadership, and course expectations. These attitudes toward training can be used to select who will most likely succeed.

Schaffer, Robert H. "Demand Better Results—And Get Them," *Harvard Business Review*, Vol. 52, No. 6, November-December 1974, pp. 91-98, ED 079 536.

Suggests organizations can surpass current productivity by communicating higher expectations for performance. Outlines a five-point plan to upgrade performance and looks at psychological factors which prevent managers from demanding and expecting more of their subordinates.

Schneider, Benjamin. "Conceptualizing Organizational Climates," Research Report No. 7, University of Maryland, College Park, MD, Department of Psychology, May 1974, 71 p.

Presents some logical and conceptual distinctions between job satisfaction and organizational climate. The second part of the paper reviews Structuralism, Functionalism, and Gestalt schools of psychology and the implications of each school to climate research. A 10-page list of references is included.

———. "How Do Your Climates Show? Let Us Count the Ways," University of Maryland, College Park, MD, Department of Psychology, July 1974, 33 p. ED 097 529.

Discusses "hidden" consequences of an organization's goals, practices, and procedures on the climates created for employees. Explores potential impact of a lack of fit between goals and means to achieve goals on climate and eventual employee behavior.

———. "Organizational Climate: Individual Preferences and Organizational Realities," Research Report No. 9, University of Maryland, College Park, MD, Department of Psychology, July 1974, 23 p. ERIC ED 097 528.

Discusses the climate expectations of new life insurance agents entering an agency. Data was compiled on managerial support, structure, new employee concern, and general satisfaction. It was concluded that the degree of fit of a new agent to his agency did not predict success, but probability of success is enhanced when organization is perceived as positive by agent.

———. "Organizational Type, Organizational Success, and the Prediction of Individual Performance," Research Report No. 6, University of Maryland, College Park, MD, Department of Psychology, May 1974, 65 p. ERIC ED 097 531.

Discusses benefits of clustering organizations into types and presents a method for clustering life insurance agencies by climate profiles. Identifies on the basis of managers', assistant managers', and already employed agents' climate perceptions. Implications of these results for a taxonomic approach to defining organizations' research in organizational climate and personnel selection are discussed.

Schneider, Benjamin and Robert A. Snyder. "Some Relationships Among

and Between Measures of Employee Perceptions and Other Indices of Organizational Effectiveness," Research Report No. 5, University of Maryland, College Park, MD, Department of Psychology, May 1974, 49 p. ERIC ED 097 532.

Examines the relationships of two measures of job satisfactions, one of organizational climate, seven production and turnover indices of organizational effectiveness, and two sets of measures investigated in fifty life insurance agencies. Implications of results for research on climate and satisfaction as well as organizational change are discussed.

Shaheen, Thomas and Robert Pedrick. "School District Climate Improvement: A Challenge to the School Superintendent, An Occasional Paper," CFK Ltd. Publications, Nurva Learning Center, Burlingame, CA, 1974, 154 p. ERIC ED 105 605.

Describes options and implementations of improving school district climate by employing a three-step process. Step one describes climate in practical terms and offers brief climate assessment instrument; step two describes administrator's role in climate improvement; step three concerns providing leadership for conducting large- and small-scale climate improvement projects.

Silverman, Gerald. "Participative Management and Its Role in Motivation and Productivity," avail. Oklahoma University, Norman, OK, (December 1974, 17 p.

Report discusses work environment and how workday affairs must satisfy the social and emotional needs of people, thereby providing creative, constructive, satisfying, and productive reactions among workers.

Smith, Edward B. "Chester Barnard's Concept of Authority," *Educational Administration Quarterly*, Vol. 11, No. 1, Winter 1975, pp. 21-37.

According to Barnard, authority consists of a subjective-aspect, acceptance of a communication, and an objective-aspect,—the element in the communication by virtue of which it is accepted. Acceptance is most important. There is no authority if the communication is rejected.

Spiess, Jack. "Concepts of Leadership," January 1975, 15 p. ERIC ED 102 680.

Author supports situational-functional approach to leadership based on current literature. Distinction is made between leadership activities that contribute to specific group goals (Initiating Structure function) and those that maintain and strengthen the group itself (Consideration function).

Stagner, Ross. "Boredom on the Assembly Line: Age and Personality Variables," *Industrial Gerontology*, Vol. 2, No. 1, Winter 1975, pp. 23-34.

Wide differences in individual reaction to changes in pace and constrained jobs is indicated by research studies. Research indicates older workers show increased job satisfaction, although there are few older workers among assembly line operatives, possibly because they have seniority, have changed jobs, or have retired. Author believes that aging may make personalities more compatible with this type of work.

Steers, Richard M. "The Role of Task Goal, Attribution in Employees," California University, Irvine Graduate School of Administration, 1974, Report No. TR-24, 60 p. ERIC ED 094 116.

Research reviews six factor-analytically derived attributes of employees' task goals to ascertain which attributes are more consistently related to performance. The task attributes are: (1) goal specificity, (2) participation in goal setting, (3) feedback, (4) peer competition, (5) goal difficulty, and (6) goal acceptance. The findings are discussed within a motivational framework.

Stinson, John E. and Thomas W. Johnson. "The Path-Goal Theory of Leadership: A Partial Test and Suggested Refinement," *Academy of Management Journal*, Vol. 18, June 1975, pp. 242-252.

Article probes the prediction of Path-Goal Theory. Hypotheses include initiating structure, consideration behavior, high- and low-task structure, task repetitiveness, and task autonomy. Some extensions of Path-Goal Theory are offered.

Taveggia, Thomas C. and Alan Hedley. "Job Specialization, Work Values, and Worker Dissatisfaction," avail. California University, Irvine Graduate School of Administration, January 1975, 24 p. Report No. TR-29.

Reports data from 3,193 British industrial workers which suggest that job characteristics relate in varying degrees to worker dissatisfaction.

Varga, Kardy. "Achievement and Power and Effectiveness of R&D," *Human Relations*, Vol. 28, No. 6, August 1975, pp. 571-590.

The relationships among McClelland's motivation needs are investigated in situations which allow for initiative and those which do not.

Varshavskii, K. M. "Scientific Management Personnel," Army Foreign Science and Technology Center, Charlottesville, VA, March 1974, U.S. Government Report No. FSTC-HT-23-0200-74.

Suggests that the nature of scientific management requires an exceptionally high standard. Recommends elderly management personnel work on a part-time basis to help scientific output and lend valuable experience to institutions.

Wanrich, Ralph C. "Leadership Development in Vocational Development," May 1974, 26 p. ERIC ED 094 223.

Describes application of leadership research to vocational education. Individual dimensions of leadership are considered.

Wayne, F. "Functional Specialization, Culture and Preference for Participative Management," *Personnel Psychology*, Vol. 27, 1974, pp. 593-603.

Investigates preference for participative management style cross culturally. Finds some generality, though not universally for participative management across cultures. Discerns no significant differences between management roles and preference for participative management.

Webster, Duane. "The Management of Change and Improvement in Academic Library Performance," Association of Research Libraries, Washington, DC, November 1974, 18 p. ERIC ED 105 832.

This paper describes a range of both internal and external strategies which have been used to introduce constructive change into the management of academic libraries. Stresses the need for organizations to attain a certain level of development before successfully introducing a major change.

White, Orion. "Psychic Energy and Organizational Change," Administrative and Policy Studies Series, Vol. 1, Sage Publications, Inc., 275 Beverly Drive, Beverly Hills, CA, 1963, 40 p. ERIC ED 104 025.

Report implies that Freudian behaviorists and humanistic models of psychology have failed to provide an adequate explanation of the role of the individual in the organization. Instead, Jung provides the base for a new explanation--the dialectical organization. A dialectical organization is marked by the mode of communication within it, by its stability, and by the functional nature of the authority held by people within it.

Wigand, Rolf T. "Communication Integration and Satisfaction in a Complex Organization," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 26 p. ERIC ED 098 628.

Compares individual integrativeness, cohesiveness, and satisfaction scores of 963 members of a financial organization with a set of structural communication variables. For organizations whose communication-control and decision-making processes are largely disintegrated, study suggests direct implications with regard to integrating those processes occurring among functionally-distant or noncohesive individuals or groups.

Young, Mary E. "Productivity (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, July 1975, 147 p.

Some topics in the bibliography include productivity change,

industry breakdowns, measurements, effects of job improvement and personnel management to increase productivity. Report contains 142 abstracts.

Yu, P. L. "Decision Dynamics, Persuasion and Negotiation," avail. Texas University at Austin Center for Cybernetic Studies, March 1975, 30 p.

Suggests four elements of decision making and supplies a framework to study the concepts of persuasion and negotiation.

SKILL IMPROVEMENT AND TRAINING IN ORGANIZATIONAL COMMUNICATION

Literature concerned with communication skill improvement—verbal, written, and nonverbal—including public speaking, group process, writing skills, listening, and interpersonal skills as in selling, interviewing, and counseling. This includes literature concerned with training programs, training needs, training materials, training techniques, learning principles, training course syllabi and descriptions.

The following topics were among those placed in this classification: training laboratories, games, role playing, programmed instruction, discussion techniques, transactional analysis, film, and videotape.

BOOKS AND DISSERTATIONS

Andrews, Clarence A. *Technical and Business Writing.* Boston, MA: Houghton Mifflin Co., 1975.

This text first examines sentence and paragraph patterns and then discusses the writing of letters, technical specifications, process papers, and formal and informal reports. Specific examples are used to illustrate most points. The appendix includes six entire reports.

Biggs, William D. *An Investigation of the Impact of Varying Amounts of Information on Decisions and Performance in a Business Game.* Ph.D. Dissertation, The Pennsylvania State University, 1974. DAI, Vol. 35, No. 11, p. 6872-A.

Analyzes the impact of varying amounts of information on decisions and performance in a business game. Findings indicate that a curvilinear relationship may exist between information, decisions, and performance in a business game.

Bradshaw, James R. *An Experimental Study Comparing a Traditional Teacher-Lecture Method with an Individualized Method of Instructing Business Report Writing.* Ed.D. Dissertation, Brigham Young University, 1974. DAI, Vol. 35, No. 6, p. 3382-A.

Reports that the individualized method of instruction in business report writing obtained significantly better results than the traditional teacher-lecture method in the final objective exam, and that the individualized method students performed equally well on the final

written exam as the traditional method students. Employed five hypotheses, and a T-Test procedure determined if significant differences existed.

Coffin, Royce A. *The Communicator.* New York: Amacon, 1975.

Popularized treatment of communication pitfalls, which should be helpful for any professional to know. The author's primary emphasis in communication theory is the audience. Each of the seven chapters is introduced by two pages of text and followed by a series of cartoons illustrating the concepts presented. How to improve telephone and oral report techniques is also covered in the book.

Egan, Gerard. *Exercises in Helping Skills: A Training Manual to Accompany the Skilled Helper.* Monterey, CA: Brooks/Cole, 1975.

A self-instruction manual that allows the trainee to write about situations before he faces them on the job. This book follows closely to Egan's *The Skilled Helper.*

———. *The Skilled Helper: A Model for Systematic Helping and Interpersonal Relating.* Monterey, CA: Brooks/Cole, 1975.

This book explicates a three-stage process model for the helping/training situation. The book discusses group training, prerequisites to effective helping, training goals, competence requirements, etc.

Heun, Linda and Richard Heun. *Developing Skill for Human Interaction.* Columbus, OH: Charles E. Merrill, 1975.

The authors explicate the variables and factors involved in the communication process. Emphasize interpersonal and speaking skills.

Hurston, Clifford J. Jr. *Influence of Selected Factors Upon the Delegation of Business Letter-Writing Tasks by Bank Executives.* Ed.D. Dissertation, Arizona State University, 1974. DAI, Vol. 35, No. 7, p. 4301-A.

Studies the delegation of letter-writing tasks by bank executives and provides recommendations for teachers of business communication. Five hundred sixty-six respondents provided the data that permitted consideration of the following factors: liking for letter writing, influence of workload, extent of delegation, confidence in subordinates, ability of subordinates, and differences in attitude for interoffice memoranda versus confidential letters.

Ignizio, James P. and J. N. D. Gupta. *Operations Research in Decision Making.* New York: Crane Russak & Company, 1975.

This book is aimed at the individual who will be in managerial positions requiring knowledge of sophisticated managerial tools. It approaches operations research with a deemphasis of its mathematical derivations. It includes sections on decision theory, game theory, and simulations.

Jennings, Myrena S. *A Comparison of Middle Managerial Written Business Communication Practices and Problems and Collegiate Written Business Communication Instruction.* Ph.D. Dissertation, Georgia State University School of Education, 1974. DAI, Vol. 35, No. 8, p. 4861-A.

Develops guidelines that will help college teachers of the basic business communications course provide the instruction needed by students to perform effectively writing tasks at the middle management level. Findings disclose significant differences between needs of business managers and prevailing instructional emphasis in many types of written communication.

Jones, John E. and J. William Pfeiffer, eds. *The 1975 Annual Handbook for Group Facilitators.* La Jolla, CA: University Associates, Inc., 1975.

This book is aimed at the individual who trains people in the area of human relations. It compiles group activities, questionnaires, lectures, papers, book reviews, and other resources into an easy-to-use manual.

Kiley, M. A. *Personal and Interpersonal Appraisals Techniques.* Springfield, IL: Charles C. Thomas, 1975.

Provides a basis from which to guide students to a better understanding of themselves through counselor and teacher training. Book provides scales, questionnaires, interpretive data analysis, to aid students in self realization. Can be used in training.

Maier, Norman R. F., Allen R. Solem, and Ayesha A. Maier. *The Role Play Technique: A Handbook for Management and Leadership Practice.* La Jolla, CA: University Associates, Inc., 1975.

This is a book of simulations and games designed to facilitate training in human relations. It first introduces the nature and function of simulations and then explicates ten case study simulations for multiple groups and ten case studies for single groups.

Manship, Darwin W. *A Study of the Effect of Three Different Methods of Presenting a Review of Writing Principles and Grammar to Business Communication Students.* Ed.D. Dissertation, Brigham Young University, 1974. DAI, Vol. 35, No. 8, p. 4968-A.

Employs a control group and experimental groups to study the effects of three different methods of instruction in writing principles and grammar as part of a one-semester course in business communication.

Morris, Kenneth T. and Kenneth M. Cinnamon. *A Handbook of Nonverbal Exercises.* Springfield, IL: Charles C. Thomas Publisher, 1975.

This book is designed for the individual who leads or participates in training workshops, T-groups, or any program for increasing the individual's awareness, feedback, and self-disclosure. It consists of directions for, and specifications of, 160 group exercises that are primarily nonverbal.

O'Neill, Michael E. and Kai R. Martensen, eds. *Criminal Justice Group Training: A Facilitator's Handbook*. La Jolla, CA: University Associates Inc., 1975.

This book adapts group activities for human relations training to individuals in the field of criminal justice. It also compiles articles from journals and books on specific aspects of police administration. The book could also be used by group facilitators outside the field of criminal justice.

Pauley, Steven E. *Technical Report Writing Today*. Boston, MA: Houghton Mifflin, 1973.

This text emphasizes writing for the uninformed reader. Each chapter includes model writings for illustration and analysis. Exercises are included. In addition to sections on writing techniques, report formats, and letters, there is an appendix on common writing errors.

Pearce, Clifton. *The Effect on Reader Comprehension of Organization of Report Parts; Organization in Paragraphing and Use of Headings in a Long Business Report*. Ph.D. Dissertation, Georgia State University, 1974. DAI, Vol. 35, No. 4, p. 1810-A.

Studies the extent to which reader comprehension of long business reports is influenced by variations in report parts, paragraph structure, and use of headings. The major conclusion is that the length of reading time is a significant factor in determining how the three variables will affect the extent of reader comprehension.

Pfeiffer, J. William and John E. Jones. *A Handbook of Structured Experiences for Human Relations Training, Volume V*. La Jolla, CA: University Associates Inc., 1975.

This book contains 24 structured experiences such as simulations, role-playing situations, and other activities for group training in human relations. Each activity is followed by references to similar activities found in the other volumes of the Pfeiffer and Jones Series in Human Relations Training.

———. *Reference Guide to Handbooks and Annuals*. La Jolla, CA: University Associates Inc., 1975.

This book includes an author and subject index to the contents of the University Associates' five volumes of *A Handbook of Structured Experiences* and four volumes of *The Annual Handbook for Group Facilitators*. It integrates all the information found in the nine-volume series into a usable format.

Robbins, J. G. and B. S. Jones. *Effective Communication for Today's Manager*. New York: Chain Stone Age Books, 1974.

Supplies "practical, self-help" suggestions for managerial communication. Includes chapters on interpersonal communication,

messages, nonverbal communication, interviewing, and group discussion, all oriented toward the layman in the organization.

Ross, Peter Burton. *Basic Technical Writing.* New York: Thomas Y. Crowell, 1974.

To facilitate the teaching of writing, this text includes many examples and practical assignments. First the book concentrates on the development of particular thoughts. It then concentrates on the integration of thoughts into formal and informal reports, proposals, and abstracts.

Ruben, Brent D. and Richard W. Budd. *Human Communications Handbook—Simulation and Games.* Rochelle Park, NJ: Hayden Book Co., 1975.

A compilation of simulations and games to facilitate learning experiences in personal, social, and mass communication. A bibliography is included for each of these areas. A section on communication observation and notation is included.

Ryan, Charles W. *Writing: A Practical Guide for Business and Industry.* New York: John Wiley and Sons, 1974.

Aims specifically at technical writing and focuses on one goal—to inform. This programmed text covers standard writing procedures—writing, editing, words, etc. Easy-to-follow format in book.

Stone, B. *Successful Direct Marketing Methods.* Chicago: Crain Books, 1974.

Supplies a prescriptive approach to marketing methods, including mail-order and direct-response techniques. Presents examples and self quizzes covering such topics as mailing lists, magazines, newspapers, broadcast, and telephone marketing.

Van Dersal, W. R. *The Successful Manager in Government and Business.* New York: Harper & Row, 1974.

Presents a short basic course for management training. Covers career development, training systems, supervisor development, communications systems, reports, conferences, inspection, etc.

Wyant, Spencer H. *Effects of Organization Development Training on Intra-staff Communication in Elementary Schools.* Ph.D. Dissertation, University of Oregon, 1974. DAI, Vol. 35, No. 6, p. 3537-A.

Concludes that OD training does have a positive effect on communication, provided that sufficient training is received; and that organizational structure influences communication, but the effect is likely to diminish over time. Questionnaire included criterion measures of communication relative to feelings, meetings, feedback, networks, and clarity of understanding.

Young, Marlin C. *A Study of Four Problems Relating to Awareness of Metacommunication in Business Correspondence*. Ed.D. Dissertation, Arizona State University, 1974. DAI, Vol. 35, No. 12, p. 7476-A.

Studies varieties of metacommunication in business correspondence in respect to frequency, awareness of different groups, and methods for measuring. Findings developed from a population of 458 members in three organizations indicate that grammatical errors appear to be the most likely to cause metacommunication. Recommendations note that business correspondence courses should provide practice in developing an awareness of metacommunication.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Alpander, Guvenc G. "Planning Management Training Programs for Organizational Development," *Personnel Journal*, Vol. 53, January 1974, pp. 15-25.

Investigates means of converting management development programs into an organizational development process. Views managers' attitudes toward centralization and decentralization, the importance of performed functions, their personal effectiveness, managerial style, and preference for executive development programs.

Aronoff, Craig. "Behavioral Objectives and the Notion of Process in Speech Communication: A Conflict of Paradigms," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, ERIC ED 091 772.

Perspective discusses the trend of development to the outcome of speech communication instruction in behavioral terms. The formulation and implementation of behavioral objectives require the adaptation of the behaviorist perspective: stimulus and response, cause and effect, and independent and dependent variables provide rationale of the behavioral objectives and causal determinism.

Bang, Steven and John Stevens. "Information Systems 'How To' Guides," avail. Information Systems Center, Cincinnati, OH, August 1973, 73 p. U.S. Government Report No. ISC-090873 Grant SRS-12-55934.

Document shows how to develop data collection forms, tabulate and use data once it is collected, and utilize systems analysis for resource allocation decisions within the context of social services.

Bassett, Ronald E. and Robert J. Kibler. "Effect of Training in the Use of Behavioral Objectives on Student Performance in a Mastery Learning Course in Speech Communication," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 10 p. ERIC ED 094 426.

Develops a valid procedure to teach students to use behavioral objectives and to determine minimal levels of competence in using

objectives. The hypothesis is supported by data and implications for future research are discussed.

Beatty, Richard. "A Two Year Study of Hard-Core Unemployed Clerical Workers: Effects of Scholastic Achievement, Clerical Skill, and Self-Esteem on Job Success," *Personnel Psychology*, Vol. 28, No. 2, 1975, pp. 165-173.

Explores an insurance company's efforts to teach task-oriented behavior to Hard-Core unemployed (HCU). In a 300-hour training program, HCU's reflected an increase in clerical skill and scholastic achievement. Finds these variables related to the job success of the HCU's. However, self esteem showed no improvement.

Boardman, Gerald R. "A Computer Based Simulation Model for the Feedback and Analysis of the Administrative In-basket Exercise," *Education Administration Quarterly*, Vol. 11, No. 1, Winter 1975, pp. 55-71.

This is a description of a computer-based model for maximizing both the feedback of an administrative "in-basket" simulation exercise and the analysis of the results.

Brief, Arthur and Allen Filley. "Contingency Management for Hard-Core Unemployables," *Management Review*, Vol. 63, No. 10, October 1974, pp. 43-49.

Creates a token economy to structure rewards for task accomplishment in training programs for "disadvantaged" employees. Applies operant conditioning techniques through the ability to specify unambiguously the levels of successful task completion.

Butcher, Harvey. "Developing Group Leadership Skills," *Manpower*, Vol. 6, No. 2, February 1974, pp. 10-13.

Describes a manual for self-instructional, self-administered workshops in group leadership techniques. The workshops were designed for counselors, orientation leaders, staff meetings, staff development programs, etc.

Byrne, Oliver. "Modern Management Dynamics," *Industrial Training International*, Vol. 9, No. 3, March 1974, pp. 85-86.

Describes a personnel development and training course which has been used in Britain, Canada, and the U. S. The course measures and develops the psychological knowledge of personnel in a variety of organizations using pre-test and post-test questionnaires.

Cadbury, G. A. H. "Management By Agreement: Its Impact on Training," *BACIE Journal*, Vol. 28, No. 1, January 1974, pp. 8-10.

Maintains that a proper balance of participation is necessary to decision making in business and industry. Suggests that innovation and change cannot occur without participation in decision making. Recommends management training programs in this area.

Canfield, Stephen F. *et al.* "A Laboratory Training Model for the Development of Effective Interpersonal Communications in Social Work," *Journal of Education for Social Work*, Vol. 11, No. 1, Winter 1975, pp. 45-50.

Out of the observed difficulties which students were having in bridging the gap between classroom and the field a laboratory training model was developed. This article describes methods, techniques, structure, and evaluation of two laboratories set up as a neutral setting for students to practice their communication skills. Application to interpersonal behavior in organizational communication would be possible from this article.

Cowen, Sandra and Geary A. Rummler. "The Management of Change: Preparing for Automation," *Training and Development Journal*, Vol. 28, No. 5, May 1974, pp. 42-47.

Proposes a model human performance system to facilitate the integration of human and machine systems. Discusses the implications and possibilities of this system for use in training for changes toward automation.

Dansereau, Donald F. and Tomme R. Actkinson. "Learning Strategies: A Review and Synthesis of the Current Literature," avail. Texas Christian University, Fort Worth, TX, Institute for the Study of Cognitive Systems, December 1974, 90 p.

Report reviews and synthesizes psychological and educational research on learning strategies. Intent of study is to provide a basis for developing specific research plans to improve learning strategies and skills.

DiMarco, N., C. Kuehl, and E. Wims. "Leadership Style and Interpersonal Need Orientation as Moderators of Changes in Leadership Dimension Scores," *Personnel Psychology*, Vol. 28, No. 2, 1975, pp. 204-213.

Effective training requires trainees to be attitudinally receptive to the changes the training is designed to bring about. Pre and post tests management trainees with the LPC and FIRO-B to determine what changes ensue. Suggests pre-testing as a means of selecting trainees.

Erfurt, John C. *et al.* "Handbook of Information Relevant to Manpower Agencies: A Compilation of Practices, Principles, Strategies for Manpower Operations," Manpower Administration, September 1972, 441 p. ERIC ED 095 403.

Concepts of internal agency structure, agency-company relations, and agency-enroller relations, with recommendation for their implementation, form the three main sections of this handbook. Designed to aid organizations of in-agency training for staff and the "hard-to-employ." Contains indexes on subjects, examples of agency experience, and research findings.

Falcione, Raymond L. "The Nature of Instruction in Organizational Com-

munication," paper presented at the Annual Meeting of the Eastern Communication Association, New York City, March 1975, 15 p. ERIC ED 103 929.

Outlines an instructional paradigm which can be utilized in any learning environment and discusses four instructional strategies which can be implemented in the teaching of organizational communication. The usefulness of an internship for students majoring in organizational communication is also discussed.

Fisher, Fred. "Casting Out Our Organizational Demons: An Exorcise in Leadership," *S.A.M. Advanced Management Journal*, Vol. 39, No. 3, July 1974, pp. 43-45.

Break with the traditional management, says a training executive. Thirteen popularized suggestions may help new ideas reach the top of the organization.

Fletcher, J. D. "Computer Applications in Education and Training: Status and Trends," avail. Navy Personnel Research and Development Center, San Diego, CA, April 1975, 61 p.

Report updates information on various developmental efforts in computer-based training and provides information on new developments that may have implications for Navy training. Emphasizes use of computer aids to instruction.

Gates, Al. "Supervisory Style through Supervisory Communication," *Supervisory Management*, Vol. 20, No. 3, March 1975, pp. 32-34.

A company president advises supervisors to sharpen oral communication skills on the job. He pushes for the participative approach.

Godsall, R. A. "The Other Man's Argument," *Training Officer*, Vol. 10, No. 4, April 1974, 114-115.

Describes a management simulation course at Dunchurch Industrial Staff College oriented toward management rather than marketing. The program permits managers to experience the effects of their own decisions, as well as the problems involved in other jobs in the organization.

Gordon, Phillip. "Are We Operating with Obsolete Motivational Tools," Army War College, Carlisle Barracks, PA, September 1974.

Data obtained from 2,720 enlisted men indicate the need for more interesting and useful training and work. Some ideas are suggested for change at the small unit level.

Green, Thad B. and Paul H. Pietri. "Using Nominal Grouping to Improve Upward Communication," *MSU Business Topics*, Vol. 22, No. 4, Autumn 1974, pp. 37-43.

This technique combines Osborn's brainstorming with group priority setting to increase the quantity and quality of upward communication in organizations. Bosses may not participate.

Greenfield, William. "Organizational Socialization and the Preparation of Educational Administration," paper presented at the Annual Meeting of the American Educational Research Association, April 1975, 15 p. ERIC ED 105 0614.

Encourages the modification of educational administration preparation programs to include training in behavioral and social science. Calls for the utilization of training programs drawing on the theoretical and empirical literature of socialization of adults in complex organizations.

Hart, Howard A. "The Grid Appraised—Phases 1 and 2," *Personnel*, Vol. 51, No. 5, September 1974, pp. 44-59.

Blake and Mouton's managerial grid has produced positive training results. This reports positive results confirmed by questionnaires from three groups of managers, two experimental and one control.

Haverland, Edgar M. "Transfer and Use of Training Technology," avail. from Human Resources Research Organization, Alexandria, VA, October 1974, 86 p. Report No. HUMRRO-TR-74-24 AFOSR-TR-75-0330.

A model for evaluating training approaches in relation to job requirements is developed. The model is then evaluated by subjecting it to criticism of training managers and curriculum designers, and by applying it to a training approach and to a training setting.

Hennefrund, William L. "Treat Your Business Speech Like a Product," *Management Review*, Vol. 63, No. 7, July 1974, pp. 15-21.

A P.R. specialist blends basic rhetorical theory with image-building principles to aid the speaker in making formal presentations. He includes planning, timing, purpose determining, and details.

Hickson, Mark III. "Learning Resources in Organizational Communication," paper presented at the meeting of the Metropolitan Washington, DC Communication Association, Washington, DC, January 1974, 5 p. ERIC ED 095 601.

Because of its interdisciplinary nature and diversity of interest, organizational communication requires reading in several different disciplines. Among the resources listed in the document are six specific books which may prove useful for understanding the methods of research and practices. Contains extensive references.

Hirschowitz, Ralph G. "The Development of Staff for Institutional Change," *Adult Leadership*, Vol. 23, 1975, pp. 211-213.

Many organizations function as "paternocratic" systems, thus

they cannot be expected to assume unfamiliar democratic-participative modes without guidance. The changes can occur by employing a consultant or consultant team. Twelve approaches to organizational change are presented in the article. Also discusses staff development, and indicates the necessary conditions for successful organizational change.

Johnson, Thomas E. "Management Education: An Interdisciplinary Problem Solving Approach," *Academy of Management Journal*, Vol. 18, June 1975, pp. 276-287.

Article develops an interdisciplinary program of management training in problem solving. Assumes that problem solving ability is a function of information available. Program incorporates a manually retrieved data bank containing information about the organization-environment under study.

Kearney, William J. "Management Development Programs Can Pay Off," *Business Horizons*, Vol. 18, April 1975, pp. 81-88.

Research literature is reviewed in order to determine effects of and management of various training methods. Research designs for the future are suggested.

Kinder, James F. "Sales Effectiveness—Can It Be Taught?" *Canadian Training Methods*, Vol. 7, No. 4, December 1974, pp. 14-15.

Sales effectiveness is defined in terms of problem-solving skills and interpersonal awareness in addition to knowledge of the product. Fifteen characteristics of sales effectiveness are presented which result from successful interpersonal awareness training. Interpersonal awareness in a communication/sales situation is also discussed in the article.

Knowles, Malcom S. "The Process of Defining a Role in an Organization," *International Journal of Continuing Education and Training*, Vol. 3, No. 1, Summer 1973, pp. 27-29.

Describes positions in organizations as framework for performance of role functions. Maintains that conflicting perceptions of roles leave the position-holder with only one viable option: an open problem-solving confrontation. Recommends inservice training in interpersonal relations for resolution of such conflicts.

Knudson, Ann and C. Zissis. "Communications With Women: A Group Experience," *Educational Horizons*, Vol. 52, No. 2, January 1975, pp. 82-87.

Discusses continuing education programs for mature women, specifically the Span Plan Program for Women.

Kozoll, Charles E. "Don't Tell Me—Tell Him: Secretarial Training for Bosses," *International Journal of Continuing Education and Training*,

Vol. 3, No. 1, Summer 1973, pp. 17-21.

Suggests training of supervisors and managers to make better use of their support staff. Recommends participant-centered training sessions, utilizing three basic exercises.

MacArthur, Don S. "Motivation Through Criticism: Contradiction or Truism?" *Canadian Training Methods*, Vol. 7, No. 4, December 1974, pp. 10-11.

Using examples drawn from Transactional Analysis, the author explains the use of the "Adult" state as positive motivating force in management training. He compares this to the debilitating effect of destructive criticism, from either the "Child" or the "Parent" ego state.

Mackovak, William P. "Literacy Skills and Requirements in Air Force Career Ladders," avail. Air Force Human Resources Lab, Brooks Air Force Base, TX, December 1974, 34 p. U.S. Government Report No. AFHRL-TR-74-90.

Study suggests method for determining the reading demands of different career ladders, the average reading grade level of personnel in the ladders, and the reading demands of different training materials.

Markin, Ron J. and Charles M. Lillis. "Sales Managers Get What They Expect," *Business Horizons*, Vol. 18, June 1975, pp. 51-58.

Specific communication tactics for motivating sales personnel are described. The Pygmalion Effect is discussed in terms of its ethical dimensions.

Merrow, John *et al.* "Networking: A Survival Mechanism for Urban Superintendents," *Phi Delta Kappan*, Vol. 56, No. 4, December 1974, pp. 283-285.

Describes an inservice training process that will improve superintendent's skills in searching for information. Problem solving, interaction, and development of strategies that use the community as a resource are the bases of the training.

Murphy, J. A. "Hand-Tailored Seminars for Management," *Journal of Business Education*, Vol. 50, No. 3, December 1974, pp. 107-108.

Discussion of how to set up a management seminar. Article details an hour-by-hour and a day-by-day sequence of activities for a seminar in management.

Newton, Leonard S. "Management by Agreement: Its Impact on Training, A Summing Up," *BACIE Journal*, Vol. 28, No. 1, January 1974, pp. 11-12.

Discusses the necessity of training programs in participative decision making and management. Suggests that such management tech-

niques can contribute to greater efficiency, economy, and individual job satisfaction.

Olmstead, Joseph. "Small-Group Instruction: Theory and Practice," avail. Human Resources Research Organization, Alexandria, VA, 1974, 129 p. ERIC ED 094 137.

Considers small-group methods of instruction. Describes techniques and rationales behind them and provides an analysis of their potential use for various types and conditions of instructional environments. Explicit guidelines are provided to assist trainers and training managers. The objectives, foundations, and theory of methods of small-group instruction are considered.

Pacanowsky, Michael and Richard V. Farace. "An Instructional Simulation for Organizational Communication," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 16 p. ERIC ED 093 023.

Simulates ineffective communication in organizations through games which increase employee communication awareness and skills. Participants learn general communication principles and also an overall perspective and framework to build skills upon.

Patterson, Walter L. *et al.* "A Practical Approach to the Analysis of TEOT Data: Training Evaluation of the Worth of Training," *Training and Development Journal*, Vol. 21, No. 12, December 1974, pp. 22-25.

Analyzes Training Evaluation of the Worth of Training data (TEOT) collected in successive Intervals Scaling procedures. Facilitates a more realistic assessment of input data into TEOT and enables training executives to improve their decision making at a very low cost.

Presley, J. and S. Keen. "Better Meetings Lead to Higher Productivity: A Case Study," *Management Review*, Vol. 64, No. 4, April 1975, pp. 16-23.

A division of the Social Security Administration trains its managers in new ways to run meetings; results include greater motivation, better problem solving, and higher output. The approach involves effective process and a moderator who is a facilitator.

Price, Nelson C. "Developing Performance Objectives, Revised," San Mateo County Superintendent of Schools, Redwood City, CA, November 1973, 40 p. ERIC ED 093 061.

Defines a performance objective as an answer to the questions of who does what, how well, and under what conditions, and gives examples of each. Discusses method of writing performance objectives, learning guides, domains of learning, validation of objectives, and objectives for personal evaluation.

Roberts, R. M. and M. H. Hanline. "Maximizing Executive Effectiveness:

Deciding About What to Decide," *Management Review*, Vol. 64, No. 6, June 1975, pp. 25-33.

Using a decision-making priority model helps executives allocate their decision-making time to produce the greatest corporate gain. Relates concepts, descriptive situations, and numerical examples to demonstrate the potential of this approach.

Reece, Barry L. "Middle Management Skills: A Distributive Education Goal," *Business Education Forum*, Vol. 28, No. 4, January 1974, pp. 41-42.

According to the author, middle-management employment should be the primary goal of rapidly growing post secondary distributive education. Three instructional areas are identified in terms of needs: developing supervisory skills, management skills, and an understanding of relations.

Ritterman, G. P. "Learning to Delegate," *Training Officer*, Vol. 11, No. 1, January 1975, pp. 15-16.

Course in delegating provides an analysis of the principles involved. Simulates many inherent difficulties and provides feedback to junior managers who are learning to delegate tasks and responsibilities to subordinates.

Rosenbaum, Bernard L. "A New Approach to Changing Supervisory Behavior," *Personnel*, Vol. 52, No. 2, March/April 1975, pp. 37-44.

Because today's younger workforce brings new values to the job, supervisors need retraining in new motivational techniques. One of the newer supervisory training programs, behavior modeling, stresses active role playing.

Schriesheim, Janet F. and Chester A. Schriesheim. "The Effectiveness of Business Games in Management Training," *Training and Development Journal*, Vol. 28, No. 2, May 1974, pp. 14-17.

Describes the acceptance of business games techniques, despite the lack of scientific support for such techniques. Management training programs are using gaming techniques. The article urges efforts to empirically validate gaming methods.

Sigband, Norman B. "Engineering and Conducting the Successful Meeting," *Chemical Engineering*, Vol. 81, No. 17, August 1974, p. 114.

An engineering manager can use carefully planned meetings to develop employees and to facilitate decision making. This "how-to-do-it" guide may help.

Slettedahl, Robert. "Use of Communication Techniques in the Classroom," *Texas Personnel and Guidance Journal*, Vol. 3, No. 1, March 1974, pp. 33-38.

Presents communication techniques and group strategies for use

by teachers and guidance counselors. These are designed to contribute to a developmental classroom climate.

Veninga, Robert and Delphie J. Fredlund. "Teaching the Group Approach," *Nursing Outlook*, Vol. 22, No. 6, June 1974, pp. 373-376.

Describes a group leadership course for nurses in community public health clinics. Includes objectives and content areas such as need identification, self concept, and interpersonal relationships.

Weisler, Steven. "The 'Industrialeze' for Industrial Ease," *ETC: A Review of General Semantics*, Vol. 31, No. 2, June 1974, pp. 189-197.

Maintains that managers trained more extensively in language, semantics, and communication theory will be an important advantage to industry. The extent of organizational improvement due to such training is not yet known, however.

Wessman, Fred. "Determining the Training Needs of Managers," *Personnel Journal*, Vol. 54, No. 2, February 1975, pp. 114-117.

Views the training needs of managers as a complex process. The trainer must consider the level of management and the norms, values, and structural aspects of the organization which may significantly influence manager performance and have a working knowledge of several diagnostic techniques.

Wunsch, Alan. "Model Office Simulation Improves Interpersonal Relations," *Business Education Forum*, Vol. 29, No. 4, January 1975, pp. 5-7.

Offers eight recommendations for successful office simulations in high school business courses. Recommendations are based on a study measuring behavioral change in interpersonal relations resulting from participation in such simulation. Good information for those beginning in office work.

(No author; alphabetized by title)

"Safety Effectiveness Depends on Communication Effectiveness," *Construction Methods and Equipment*, Vol. 56, No. 2, February 1974, p. 27.

Cites Missouri Professor R. Lauda in a brief summary of practical communication principles, concentrating on "holding" an audience during a speech.

"Technical Vitality at an IBM Plant," *Technical Education Reporter*, Vol. 1, No. 1, May 1974, pp. 74-77.

Describes a highly flexible career development program at IBM. The program assumes that "obsolete" technical and administrative

personnel can revitalize themselves through a voluntary development program based on individual interests.

COMMUNICATION MEDIA IN ORGANIZATIONS: SOFTWARE AND HARDWARE

Literature concerned with one or more phases of the media as the primary element of study in relation to the fundamental communication variables and their effectiveness.

Communication media relates to both software and hardware, including oral media, written media, telephonic media, audiovisual media, electronic media, and nonverbal media.

The following topics were among those placed in this classification: document retrieval systems, information systems, computer capabilities, and management by objectives as a technique.

BOOKS AND DISSERTATIONS

Hess, George L. *The Influence of the Computer on Medium Size Manufacturing Organizations.* D.B.A. Dissertation, Arizona State University, 1974. DAI, Vol. 35, No. 7, p. 3979-A.

Aims to provide empirical evidence as to the nature and direction of the computer's influence and the implications of this influence for management. Personal interviews in 53 departments of 11 organizations supported the central hypothesis that the computer causes a tendency toward centralization in medium-size manufacturing firms. Eighteen secondary hypotheses were tested.

Hoplin, Herman P. *Implications of the Introduction of an ADP Management Information System into a Government Organization.* D.B.A. Dissertation, George Washington University, 1975. DAI, Vol. 36, No. 3, p. 1141-A.

Recognizes that people problems are the greatest threat to computer-based management information systems. Research method includes examination of literature, observations, and interviews resulting in a model recognizing socio-technical elements. Conclusions note that managerial MIS problems can be alleviated by planning the resolution of behavioral matters as resistance to change.

Klein, T. and F. Danzig. *How to be Heard: Making the Media Work for*

You. New York: Macmillan Publishing Company, 1974.

Discusses tested methods and strategies for making use of the major media. Presents techniques for gathering and organizing people, and utilizing letter writing and telephoning campaigns.

Koester, Robert J. *The Impact of Computers on Decision Making: A Behavioral Study*. Ph.D. Dissertation, The University of Nebraska, Lincoln, 1974. DAI, Vol. 35, No. 8, p. 4755-A.

Studies three organizations to determine conditions conducive to successful use of a computer information system in the decision-making process. Findings indicate five behavioral conditions in organizations with successful systems, including an atmosphere of cooperation and cohesiveness at the management level.

Lefkovitz, D. *Data Management for On Line Systems*. Rochelle Park, NJ: Hayden Book Company, Inc., 1974.

Presents a model of data management language to illustrate the techniques available for handling information. Discusses the operational efficiency of the total system, as well as practical applications and definitions.

Martin, Roy B. *A Regional Information System for Agriculture*. D.B.A. Dissertation, Texas Tech. University, 1974. DAI, Vol. 35, No. 10, p. 6306-A.

Develops an information system to be used by agricultural business organizations within a specific geographic region. The system was designed to allow for transfer with a minimum of change to another region or to other economic sectors.

Penland, Patrick R. *Communication Science and Technology, An Introduction* (Vol. 1 of *Communication Science and Technology*). New York: John Wiley and Sons, 1974.

This book deals with the theory and application of information science, media resources, and library materials. While taking a problem-solving approach, it discusses data retrieval and audiovisual message design.

Reekie, W. D. *Advertising: Its Place in Political and Managerial Economics*. London: Macmillan Press, Ltd., 1974.

Examines advertising from three levels: the environment, the organization, and the market. Argues against the position that advertising is in bad taste, is unethical, or that it restricts free speech.

Walters, C. G. *Marketing Channels.* New York: Ronald Press, 1974.

Includes sections on channels of distribution, channel development, channel structure, channel operation management, and three chapters concerning channel communication. This is an advanced undergraduate marketing text.

Wills, G. *Strategic Issues in Marketing.* New York: John Wiley, 1974.

Describes the marketing information system as well as the problems faced by marketing executives. Chapters include "Marketing Logistics," "Pragmatism in Advertising Research," and "The Value of Information."

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Bernays, Edward L. "Gone Are the Whitewashers," *College and University Journal,* Vol. 13, No. 3, 1974, pp. 9-11.

Presents a history of public relations in higher education, as well as a description of current practices. Supplies three survey techniques for data collection and activity development in order to implement public relations goals.

Brewer, Garry D. "Documentation: An Overview and Design Strategy," Rand Corporation, Santa Monica, CA, July 1973, Report No. P. 5052.

Reviews documentation practices and finds them deficient especially in many large-scale information collection systems. Considers various classes of information, and impact of information dissemination.

Brock, Luther A. "Do Your Memos Confuse or Communicate?" *Supervisory Management*, Vol. 19, No. 9, September 1974, pp. 18-21.

Be clear, concise, pleasant, and human when writing memos. Check a memo for easy readability and comprehension before sending it.

Burger, Robert S. "Write Your Way to Professional Growth," *Hydrocarbon Processing*, Vol. 52, No. 12, December 1973, pp. 97-100.

Because employees receive promotions based on their ability to communicate clearly by writing, organize carefully, be brief as possible, and keep the writing moving. Write (1) a lead, (2) background, (3) elaboration of the lead, and (4) trivia if any.

Carter, D. M., H. L. Gibson, and R. A. Rademacher. "A Study of Critical Factors in Management Information Systems for U. S. Air Force," avail. Colorado State University, Fort Collins Department of Manage-

ment Science and Information Systems, March 1975, 186 p.

Discusses the effectiveness of computer-based information systems dependent upon many factors. Collection of data was through interviews with systems and management personnel in various industries and governmental agencies. Study results in the development of a general purpose goal programming model in the interactive computer mode.

Christie, Bruce. "Perceived Usefulness of Person-Person Telecommunications Media as a Function of the Intended Application," *European Journal of Social Psychology*, Vol. 4, 1974, pp. 366-368.

Article compared several modes of electronic media (loudspeaker, telephone, high fidelity 2-way monaural audio system, audio system in which each person was presented by a different loudspeaker and a 2-way monochrome TV system). Visual media was found to be superior for complex group discussion, private conversation, and non-private dyadic conversation. Face-to-face superior to TV for complex discussion and private conversation.

Cowan, Paula. "Establishing a Communication Chain: The Development and Distribution of an Employee Handbook," *Personnel Journal*, Vol. 54, May 1975, pp. 342-349.

Article investigates the effectiveness of the development and distribution of an employee handbook at Blue Cross. Discusses six prescriptive phases of development. Handbook content was influenced by a survey of sixty-three handbooks in print. Distribution involved a slide/tape orientation program presented by a "pilot" executive. Random follow-up indicated favorable response.

Cowan, Richard T. "Time to Debug the Communications Program," *Infosystems*, Vol. 22, No. 4, April 1975, pp. 60-61.

Reviewing Rudolf Flesch's *Say What You Mean*, Cowan lists pointers to aid the writer in constructing accurate written reports. He stresses the need to achieve clarity.

Danko, Donald E. "A Perspective on Corporate Communications," *Public Relations Journal*, Vol. 30, No. 8, August 1974, pp. 10-13, 31.

Businessman, beware of keeping silent and presuming the public and your shareholders will think the best of you. If all enemies of business continue to get attention, the public and shareholders will eventually believe their stories, not yours.

Diller, Timothy. "User's Guide to the SOLAR Bibliography File," avail. System Development Corporation, Santa Monica, CA, December 1974, 28 p.

Document indicates the design concepts, retrieval procedures, and data collection procedures which one may find in the bibliographic citation file of SOLAR (a Semantically Oriented Lexical Archive).

Etzioni, Amitai, Kenneth Lander, and Sara Lipson. "Participatory Technology: The MINERVA Communications Tree," *Journal of Communication*, Vol. 25, Spring 1975, pp. 64-74.

Article argues that mass consensus in a democracy is possible through the use of MINERVA Communications Tree. This is accomplished by successive hierarchical grouping of people through the use of teleconferencing circuits. This can be accomplished through existing technology. Empirical verification is provided through a study involving the League of Women Voters.

Gabriel, R. P. and D. L. Walty. "Natural Language Based Information Retrieval," Illinois University, Urbana Coordinated Science Laboratory, January 1975, Report No. DDCH-41857, Vol. 1.

Discusses a design for a natural language data base interrogation system which allows a nontechnical user to easily obtain information. Design allows easy extension to new data base.

Hendrickson, R., G. Suzuki, and J. Donaldson. "Quantitative Methods in Decision Making," *Management Concepts and Practice*, 1972, pp. 115-155.

Reviews quantitative tools for management decision making. Assumes no knowledge of subject. Introduces reader to principal elements and kinds of decision processes that occur in operations requiring explication and analysis.

Horn, Robert E. "Information Mapping: New Tool to Overcome the Paper Mountain," *Educational Technology*, Vol. 14, No. 5, May 1974, pp. 5-8.

Discusses information mapping, a new set of principles and techniques for categorizing, writing, interrelating, sequencing, and presenting information for educational and reference purposes.

Jolly, J. A. and W. J. Creighton. "Technology Transfer and Utilization Methodology: Further Analysis of the Linker Concept," avail. Naval Postgraduate School, Monterey, CA, June 1974, Report No. NPS-55J-074061.

Divides a model of the methodology of technology transfer and utilization into two major parts: formal and informal communications. Methodology of technological transfer and utilization is reviewed.

Keen, Peter G. W. "Computer-Based Decision Aids: The Evaluation Problem," *Sloan Management Review*, Vol. 16, Spring 1975, pp. 17-29.

Article presents an approach toward the evaluation of computer-based management decision aids. Probes effects of social acceptance, political, and other nontechnical (soft) issues. Establishes criteria for the success of a system.

Kinkade, Joseph D. and Robert H. Simmons. "Users Guide to the Report Generator for the Navy Resource Model," avail. Center for Naval Analysis, Arlington, VA, August 1974, 34 p. Report No. CRC-256.

The Report Generator (RG) is a highly generalized information-extracting and report-formsetting computer routine. Through a sophisticated command language and system of dictionaries, it can report out information in various formats and degrees of detail. RG can be applied to various information systems by creating specific dictionaries for data types.

Knobloch, Peter C. "Master Plan for REIS Implementation," avail. Minnesota Energy Agency, St. Paul, MN, August 1974, 52 p.

Discusses implementation requirements of the regional energy information system (REIS) and provision of a brief cost/benefit analysis of the proposed system. Subjects of the report are the development of a demonstration database and input/output model as a tool for decision making.

Kritzer, Richard. "The Use of Videotape in Behavioral Change," *Public Personnel Management*, Vol. 3, No. 4, July 1974, pp. 325-331.

Experimenters ask if individual change, facilitated by videotape playback, alters the group to which the individuals belong. They use a questionnaire and a Fiedler LPC scale and report their findings.

McCoy, Larrie C. "A Study of Establishing a Television Learning Center at ITC," avail. Army Materiel Command, Texarkana, TX, May 1974, 66 p. Report No. USAMC-ITC-02-08.-73-210.

The applications of a television learning center at the International Training Center, Texarkana, TX, are discussed. A plan is proposed. Benefits of the system are presented.

McLuhan, Marshall *et al.* "Medium Meaning Message," *Communication*, Vol. 1, No. 1, 1974, pp. 27-33.

An exploration of the effects of audiovisual communication modes upon the social environment. Article concerns itself with theories of: information theory, audiovisual communication, interaction, social organizations, information utilization, and perception as it relates to social environment.

McLuhan, Marshall. "Market Organizatio in the Information Age," *Modern Office Procedures*, August 1975, pp. 12-16.

Seventh in a series by McLuhan. Article views money as software technology and explains how electronic media has made money a type of information generating a new dialogue. Asserts that "performance" and "profit" no longer meet management's current needs of information processing.

Plavean, Thomas J. "Formulation of the Intern Training Center Manpower

Accounting System," avail. Army Materiel Command, Texarkana, TX, Intern Training Center, Mary 1975, 77 p.

Describes use of a management information system, the Computer Time Accounting System (CTAS), at the Intern Training Center. System collects job time usage data on the instructors and administrators of this institution for purposes of determining manpower needs.

Quinn, Robert E. and Myron Greenberg. "Computer Information Systems for Human Services: An Impact Analysis," avail. Information Systems Center, Cincinnati, OH, August 1973, 86 p. U.S. Government Report No. ISC-083173 Grant SRS-12-55934.

Document analyzes the impact of a computerized information system at various agency levels (organizational, interagency, and individual). Two crucial problems presented are confidentiality and the right to privacy with the information system.

Quinn, Robert E. *et al.* "Services Integration: Selected Research Studies," avail. Information Systems Center, Cincinnati, OH, August 1973, 67 p. U.S. Government Report No. ISC-082773 Grant SRS-12-55934.

Document considers how information systems fit into interorganizational relationships, multiservice centers as instruments for integration, and attitudes of agency administrators toward such integration.

Remp, Richard. "Electronic Committee Meetings?" *Public Administration Review*, Vol. 34, November-December 1974, pp. 593-594.

Article investigates the effectiveness of conference call meetings in contrast to face-to-face (or natural) groups. Specific questions regarding turn-taking behavior, levels of conflict, and influence of chairperson are probed. Gives electronic meetings a favorable evaluation but less so than face-to-face situations.

Ryan, Michael G. and James G. Craig. "The Influence of Teleconferencing Medium and Status on Attitudes Toward the Medium, Discussion, and Mood," paper presented at the Annual Meeting of the International Communication Association, Chicago, IL, April 1975.

Study measured influence of teleconferencing media on attitudes toward the medium, discussion, and mood. Concluded that face-to-face and video conferencing elicited more positive attitudes than audio teleconferencing. Additional post hoc findings are included.

Schaulis, Robert E. and Thomas H. Gripp. "Educational Management and Information," *Journal of Educational Data Processing*, Vol. 11, No. 2, 1974, pp. 1-10.

Proposes changes to rational management styles to improve information systems for the support of management and planning in education. Suggests that such changes will also lead to increased public confidence and support.

Stadman, Verne A. "Anyone Listening?" *College and University Journal*, Vol. 13, No. 3, 1974, pp. 21-24.

Describes five reasons for failure of public relations activities between institutions of higher education and the public. Suggests that college public relations offices should concentrate on the forms, media, and sequence of communications as well as the content.

Stannard, Charles I. "Some Conditions for Organizational Problem Solving," 17 p. ERIC ED 106 265.

Discusses the importance of organization's ability to define and diagnose its problems through technology and the degree to which members share the technology. Organization members should first agree that change is necessary to alleviate a problem and secondly agree that the particular change decided on is the best one.

Suchy, John T. and George W. Tressel. "The Teleconference: An Alternative to the High Cost of Meetings," *Educational Technology*, Vol. 15, No. 1, January 1975, pp. 32-33.

Article explores the possibility of using telecommunications instead of trade and professional conferences to exchange information.

Sulit, Robert A. *et al.* "Navy Technical Manual System (NTMS) Program Development Plan," avail. Naval Ship Research and Development Center, Bethesda, MD, U.S. Government Report No. NSRDC-9483.

Problems associated with Navy hardware availability and system effectiveness are traced to inadequacies in the content, media, format, production, and control of the technical manuals for those systems. Describes a long-term development system to control those problems.

Vroman, H. and Hugh J. Watson. "Innovation, Hierarchy, and Management Systems," *Educational Technology*, Vol. 14, No. 4, 1974, pp. 54-56.

Discusses hierarchies and their implications for the development of new and effective management information systems in educational organizations.

Wallace, Fredrick G. "Optimizing the Efficiency of Computer-Aided Instruction," avail. Bolt, Beranek and Newman Incorporated, Cambridge, MA, January 1975, 52 p. Report No. BBN-2992.

Describes the development and testing of a model for optimizing path sequencing in computer-aided instruction so as to minimize training time. The model was applied to several courses given at Sheppard AFB and found to be useful in assisting course design and facilitating student learning.

Weisbrod, Richard *et al.* "Adaptive Computer Aiding in Dynamic Decision Processes: An Initial Study in Dynamic Utility Convergence and Decision

Aiding," avail. Perceptionics Incorporated, Woodland Hills, CA, November 1974, Report No. PTR-1016-74-11.

A general discussion of decision theory leads to the presentation to the Adaptive Dynamic Decision Acting Mechanism (ADDAM). The system is designed to assist the decision maker and is programed for computer application.

Woods, William A., Madeleine A. Bates, and Bruce C. Bertram. "Natural Communication with Computers," avail. Bolt, Beranek and Newman Incorporated, Cambridge, MA, December 1974, Report No. BBN-2976.

A natural language for communication with computers is developed and appraised. Discusses the worth of natural language systems in data processing.

Wynne, Bayard E. and Gary W. Dickson. "Experienced Manager's Performance in Experimental Man-Machine Decision System Simulation," *Academy of Management Journal*, Vol. 18, March 1975, pp. 25-40.

Article explains the functioning of a Man-Machine Decision System (MMDIS). Specific application is made to a Community Management Simulator. Computer makes implementation decisions while man makes policy decisions. Experimental results offer partial support to the economic benefits of such a system and that personality variables are major contributors to outcome.

(No author; alphabetized by title)

"Facsimile Transmission Speeds Information Turnaround," *Modern Office Procedures*, August 1975, pp. 50-52.

Article explains the benefits of a facsimile system interfaced with a computerized real estate listing information system. Additional benefits are attained through the use of a portable audio response terminal connected to the computer via telecommunications. Other applications to organizational communications are mentioned.

"Word Processing: Path to the '80s,'" *Modern Office Procedures*, June 1975, pp. 93-99.

Article views Word Processing Systems as valuable for information transmission and storage. Mentions intra- and interorganizational communication as being facilitated by interfacing Word Processing units with computers. Positive associations are also made between Word Processing Systems and improved organizational climate.

COMMUNICATION SYSTEM ANALYSIS IN ORGANIZATIONS

Literature concerned with case studies of the overall organization or with subunits thereof; communication evaluation, audit or examination of effectiveness; communication networks; communication diffusion, as in grapevine studies, or ecco analysis studies; and other forms of overall organization communication analysis including organization development studies.

The following topics were among those placed in this classification: communication network structures, information requirement analysis, data base models, management analysis of communication, change agent topics, general systems theory, cybernetics, and certain organizational climate studies.

BOOKS AND DISSERTATIONS

Argyris, Chris. *Behind the Front Page: Organizational Self-Renewal In a Metropolitan Newspaper.* San Francisco, CA: Josey Bass, Inc., 1974.

The author first analyzes a large metropolitan newspaper staff in terms of a theoretical framework and then discusses that organization in terms of feedback, planning, and ability to change. It also includes the author's recommendations for change in the organization.

Bacchus, W. I. *Foreign Policy and the Bureaucratic Process.* Princeton, NJ: Princeton University Press, 1974.

Describes the process of innovation and role definition and adaptation within the State Department's "Country Director" system. Examines roles, working level behavior, and obstacles to planned change in large organizations.

Blake, R. H. and E. O. Haroldsen. *A Taxonomy of Concepts in Communication.* New York: Hastings House, 1974.

Studies the communication process through a systems approach. Presents models, theory, and instruments for research in the area of communication. Reviews areas of nonverbal communication, organizational communication, network analysis, and other areas of communication.

Block, John R. and Gordon E. Hadlow. *The Authority Relationships of Contracting Officers in a Project/Program Management Environment.* Avail. Air Force Institute of Technology, Wright-Patterson Air Force Base, OH. Master's Thesis, January 1975, 100 p. Report No. SLSR-10-75A.

Explores authority relationship of the Air Force procurement contracting officer. Relationships explored in the system program offices (SPO) of the Aeronautical Systems Division at Wright-Patterson Air Force Base. Includes discussion of authority, power, and influence.

Buchanan, Charles D. *The Study of the Communication System in Selected School Districts of the State of Iowa and the Design of a Model System for School Districts of More Than 4000 Students.* Ph.D. Dissertation, Drake University, 1974. DAI, Vol. 35, No. 11, p. 6961-A.

Surveys the communication systems in 20 Iowa school districts and finds that educational leaders do not recognize the importance of communication to organizational effectiveness. A comprehensive communication model is presented and guide is submitted for use by school personnel for the evaluation of the existing network of communication.

Dickerson, A. *Training Japanese Managers.* New York: Praeger Publishers, 1974.

Traces the history of Japanese management, concentrating on those unique attitudes and practices which have contributed to Japanese economic success. Examines special techniques of consensus decision making, the importance of the group and teamwork, and "personal" and "nonlogical" management factors.

Dirksen, Charles J. Jr. *The Organization Impact of Selected Information System Variables: Search for a Hypothesis.* Ph.D. Dissertation, University of Oregon, 1974. DAI, Vol. 35, No. 6, p. 3212-A.

Demonstrates in a hospital field study that a user orientation to the design of information systems is highly desirable but rarely found. Conclusions note that hospital administrators should insure, (1) that data providers check needs of data recipients, (2) that supervisors maintain an attitude of openness, and (3) that employees know their work objectives and those of related departments.

Fishbane, Joyce and Glenn Fisher. *Politics of the Purse: Revenue and Finance in the Sixth Illinois Constitutional Convention.* Urbana, IL: University of Illinois Press, 1974.

This case study of a decision-making event uses problem-solving models to explain the communication interaction that took place.

Goodwin, Kenneth E. *A Study of the Accuracy of Downward Communication in a Selected School District.* Ed.D. Dissertation, University of Northern Colorado, 1974. DAI, Vol. 35, No. 11, p. 6974-A.

Examines the accuracy characteristics of downward written communication as to the following: (1) interpretation at each hierarchical level, (2) age, education, and experience of senders and receivers, and (3) agreement-disagreement influences. The data gathering instrument was the Message Interpretation Questionnaire whereby the participants record interpretation of memoranda and the answers of the originator of each memorandum serve as the scoring key.

Gray, Jerry L. ed. *The Glacier Project: Concepts and Critiques.* New York: Crane Russak and Company, December 1975.

This book explicates the basic tenets of the Glacier theory of organization. It uses research studies in supporting the theory. The book also critically evaluates the theory and assesses its future.

Haehl, Anne L. *Communication in the Organization As a Socio-Technical System.* Ph.D. Dissertation, University of Kansas, 1974. DAI, Vol. 36, No. 2, p. 596-A.

Claims that the literature of organizational communication is limited because it focuses exclusively on communication variables and overlooks the variety of organizational types. Proposes to provide a background for future work in organizational communication by investigating organizational literature in three areas: (1) technology, (2) environment, and (3) goals.

Hawley, Wills and David Rogers, eds. *Improving the Quality of Urban Management.* Beverly Hills, CA: Sage Publications, 1974.

Deals with the problems of administering services in the urban environment. It proposes information systems for improving these services.

Hebst, P. G. *Socio-Technical Design: Strategies in Multidisciplinary Research.* London, England: Tavistock Publications, 1974.

Applies socio-technical theory and methods to the development of new organizational forms. Discusses various ways to integrate the physical and behavioral sciences.

Hodge, B. J., H. J. Johnson, and R. L. Read. *Organizational Behavior: Cases and Situations.* New York: Intext Educational Publishers, 1974.

Details case studies concerning organizational culture and social systems, role and status, motivation, leadership, management of conflict, and change.

Hooker, Sharon L. *A Study of Power, Authority, Leadership, and Communication In a Student Activities Organization.* Ph.D. Dissertation, Southern Illinois University, 1975. DAI, Vol. 36, No. 2, p. 598-A.

Analyzes the nature of power, authority, and leadership operating within the formal and informal dimensions of an organization as revealed by the communication within the organization. Conclusions

include recommendations for training to overcome employee's defensive communication and uncertainty regarding rights to communicate.

Hoshovsky, Alexander G. *Work and Information Requirements of R & D Managers in Two Mission-Oriented Agencies of the Federal Government.* Ph.D. Dissertation, The American University, 1974. DAI, Vol. 35, No. 8, p. 5503-A.

Contrasts the information requirements of U.S. Government research managers to the actual information services. Finds shortcoming in scope of coverage, quality of data, and accessibility.

Kolars, J. F. and J. D. Nystuen. *Human Geography: Spatial Design in World Society.* New York: McGraw-Hill, 1974.

Includes two chapters of special interest: "Communication and Organization: Characteristics of Information Systems" and "Urban Communication: Information Flow and the Mean Information Field."

Miller, D. H. *Community Mental Health: A Study of Services and Clients.* Lexington, MA: D. C. Heath & Company, 1974.

Presents a study of community outpatient mental health services in San Francisco. The empirical evidence indicates that increased use of such facilities could be achieved by new methods of providing health services.

Qurollo, James V. Jr. *The Systems Approach and Project Management in the Naval Laboratory.* avail. Naval Postgraduate School, Monterey, CA. Master's Thesis, September 1974.

Investigates thinking on systems approach to management and its application to the project manager as an individual in the Naval Laboratory. Examines Naval Electronics Laboratory Center in San Diego, observing management roles, conflict, interfaces, and problems.

Ranta, Richard R. *The Role of Legation Communication in the Formulation of United States Foreign Policy: A Case Study of the 1926-1927 Nicaraguan Crisis.* Ph.D. Dissertation, University of Iowa, 1974. DAI, Vol. 35, No. 12, p. 8057-A.

Examines the influence which the United States Foreign Service Officers have on the determination of foreign policy by a study of the American Legation in Nicaragua during the 1926-27 Civil War. Concludes that during times of perceived crisis, inadequacies of the communication system can exert a profound influence on decision making.

Ravage, John W. *Perceptions by Faculty Members and Administrators of Downward Messages in a Midwestern College.* Ph.D. Dissertation,

Purdue University, 1974. DAI, Vol. 35 No. 6, p. 3360-A.

Examines the relationships between Institutional Satisfaction and (a) Communication Satisfaction (Hunt) and (b) Communication Satisfaction (Level). The entire faculty responded to the Communication Perception Questionnaire in which they evaluated messages coming to them from the academic dean and department heads. Communication Satisfaction was found to have a positive relationship to Institution Satisfaction.

Rothman, J. *Planning and Organizing for Social Change: Action Principles from Social Science Research.* New York: Columbia University Press, 1974.

Includes a summary of research into topics such as the change agent, voluntary organizations, and political change. Presents a review of the diffusion of innovations research. This is essentially a reference work oriented toward social work.

Sadler, William J. *Communication in Organizations: An Exploratory Study.* Ph.D. Dissertation, The University of Wisconsin, 1974. DAI, Vol. 35, No. 7, p. 4731-A.

Studies the nature of communication in six organizations relative to the independent variables of fifteen individual attributes and ten departmental factors. Individual variables include job level, sex, age, education, and job satisfaction. Departmental variables relate to technology, size, and external influences.

Silbiger, Sara L. *Small Group Variables in Political Organization: Citizens for Kennedy in '68.* Ph.D. Dissertation, New York University, 1971. DAI, Vol. 35, No. 7, p. 4646-A.

Develops a framework for the short-run evaluation of political groups (called Organizational Maintenance) avoiding the use of a goal-achievement measure. Studies the social structure of small group members and length of stay by utilizing direct observation, questionnaire interviews, Bales Interaction Analysis, and other forms of communication analysis.

Simmons, Richard E. *The Effects of Communication Errors on the Consistency of Functional Processes and on Performance Times in Certain Communication Networks.* Ph.D. Dissertation, University of Pennsylvania, 1974. DAI, Vol. 35, No. 4, p. 1816-A.

Attempts to determine why task-oriented small groups operating in chain communication networks were slower than groups in wheel networks. Completion of a task by a group was seen as requiring the performance of two kinds of functional roles: (a) technical roles, (b) communication roles. Errors in the communication role were found to account for the relative slowness of chain networks.

Steele, F. *Consulting for Organizational Change.* Amherst, MA: University

of Massachusetts Press, 1975.

Analyzes the role demands of the behavioral scientist consultant who is seeking to bring about change in groups in organizations. Emphasizes the consultant/client learning process. Examines the use of teamwork, T-groups, and the "Live Laboratory Method."

Swinth, R. *Organizational Systems for Management: Designing, Planning, and Implementation.* Columbus, OH: Grid, Incorporated, 1974.

Discusses the systems approach and applies it to organizations. Topics include organizational coordinating mechanisms, client-organization interface, problem solving, and organizational analysis. The analysis section covers analysis teams, data gathering, reliability and validity, etc.

Thomas, Benjamin. *A Comparative Analysis of the Informal Communications Structure of Four Junior High Schools.* Ed.D. Dissertation, University of Washington, 1974. DAI, Vol. 35, No. 7, p. 4106-A.

Concludes that the informal communication structures of schools studied were less efficient as the schools increased in age. Main differing factor among the schools was the age of each school. Effectiveness and efficiency of the informal communications structure were compared to the age of the school by means of the Spearman Rank Order Correlation Coefficient.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Ackoff, Russell L. "The Systems Revolution," *Long Range Planning,* Vol. 7, No. 6, December 1974, pp. 2-20.

Most of the major organizational and social problems of today do not lend themselves to reduction by traditional analytical and disciplinary approaches. These problems must be attacked holistically, with a comprehensive systems approach. The article concludes that in order to effectively study large-scale social systems a synthesis of science with the professions that use it must occur.

Baldridge, Victor J. "The Impact of Individuals, Organizational Structure, and Environment on Organizational Innovation," Research and Development Memorandum No. 124, avail. Stanford University Center for Research and Development in Teaching, May 1974, 46 p. ERIC ED 091 856.

Maintains that research on innovation and organizational change should shift its focus from the impact of individuals to that of organizational structure and environmental factors. Results of two studies presented supported the premise that complex organizations with heterogeneous environments are more likely to initiate and sustain innovative behavior than are simple organizations.

Barrilleaux, Louis E. and John R. L. Schermerhorn, Jr. "Managing An

Organistically-Oriented School Intervention Program," paper presented at the Annual Meeting of the American Educational Research Association, Washington, DC, March 31, 1975, 25 p. ERIC ED 103 953.

Researches an "organic" relationship between change agents and clients as a well-popularized goal in recent literature on planned change and organizational development. This paper examines one school organization development program for the benefits and costs realized in an "organically-oriented" change program.

Becker Charles E. "Deciding When It's Time for a Change in Organizational Climate," *Personnel*, Vol. 52, No. 3, 1975, pp. 25-31.

Managerial practices affect organizational environment and unit performance. A leading bank tells how a climate profile helps identify and improve problem areas. The dimensions of the profile are clarity, commitment, standards, responsibility, recognition, and teamwork.

Becker, Stephen. "The Development of Instructional Design and Organizational Performance to Achieve Profit Oriented Objectives," paper presented to National Society for Performance and Instruction Annual Meeting, Miami, FL, April 1974, 13 p. ERIC ED 095 825.

Case study utilizes the force field analysis. The concept involved unfreezing a specific set of circumstances in the organization, moving to a new level of well-being in the organization, and then refreezing the organization at this new level of well-being. The key to the success of the program was high-quality training for nonspecialists which resulted in changing attitudes and perceptions.

Bell, Terrel H. "MBO: An Administrative Vehicle to the Ends and Means of Accountability," *North Central Association Quarterly*, Vol. 48, No. 4, Spring 1974, pp. 355-359.

Describes how a management by objectives system functions in a school district. Evaluates MBO as a method of establishing and assessing performance accountability.

Bellott, Fred. "Organizational Patterns in Higher Education Institutions for the Conduct of Field Centered Research," paper presented at Organizational Patterns for Field Centered Research and Evaluation Symposium, American Educational Research Association, Chicago, IL, April 1974, 17 p. ERIC ED 096 909.

Examines variations in organizational patterns and perspectives toward field centered research and evaluation. Descriptions are given of organizational structure, needs of constituents, initial efforts to actualize projects, and financial support dimensions.

Bernard, Russel H., Peter D. Killworth, and Richard Kuznicki. "KBDATA—A Bank of Effective Sociometric Data Sets," avail. West Virginia Unisity, Morgantown, WV, Department of Sociology and Anthropology,

June 1975, 37 p. Government Report No. BK-109-75 Contract N00014-73-0411-0001.

Listing given of a bank of primarily effective sociometric data which is available for use by researchers in sociometry, network analysis, communications, and related fields.

Blakely, Robert J. "Where Are We Going in Efforts to Improve Communities," *Adult Leadership*, Vol. 23, No. 1, May 1974, pp. 2-4, 30-32.

Suggests that the sense of community is lost by social planning. Recommends the use of multipurpose planning by community decision makers for the fulfillment of a variety of human needs.

Boettinger, Henry M. "Is Management Really an Art," *Harvard Business Review*, January-February 1975, Vol. 53, No. 17, pp. 54-64.

Applies aesthetic outlook to management technique. Points out areas of management deserving creative thought. Advocates three aspects of the artistic process—craft, vision, and communication. Suggests managers perfect skills for dealing interpersonally, self expression, and creative organization.

Bowers, David G. "Organizational Diagnosis: A Review and a Proposed Method," avail. in microfilm only. Michigan University, Ann Arbor Institute for Social Research, September 1974, Contract N00014-67-A-0181-0056.

Reviews desirable properties of a diagnostic procedure for organizational development. Proposes a computerized diagnostic procedure.

Bres, E. S. and R J. Niehaus. "An Integrated Workload and Manpower Planning System," avail. Office of Civilian Manpower Management (Navy), Arlington, VA, November 1974, 46 p. Report No. OCMM-RR-21.

Describes the application of a manpower management model to a large industrial facility. Various input collection procedures are described and the outputs are analyzed in terms of management decisions.

Bromely, Phillip. "Student Involvement Through a Communication System," *NASSP Bulletin*, Vol. 59, 1975, pp. 41-45.

Outline of a communication system for use in schools. The assumption of the author is that schools can operate on a rational, well-ordered democratic base of shared involvement. The article states that the idea has been attempted by many schools, and many other institutions are interested in a similar plan.

Burstiner, Irving. "Improving the Productivity of a Telephone Sales Force," *Management Review*, Vol. 63, No. 11, November 1974, pp. 27-33.

Traces the audit of a telephone sales group and generates recom-

mendations which influence production. The auditors reorganized training, benefits, and incentives programs to insure stability and consistency in the output of the group.

Clutterbuck, David. "A Firm That's Like a Family," *Management Review*, Vol. 63, No. 12, December 1974, pp. 50-52.

A Norwegian firm goes to extremes to make workers feel wanted. To assure employee identification with the firm, management is promoted from within, working conditions are excellent, and the individual has priority.

Collins, Charles C. "Everyman Community College: A Cluster Model," March 1973, no publisher noted, 170 p. ERIC ED 095 977.

Conception and implementation of a community college as an organization is described. Covers such areas as a need for new organizational models, working postulates, question of cost, dynamics for change, and human and structural problems.

Connolly, Terry. "Communication Nets and Uncertainty in R and D Planning," *IEEE Transactions on Engineering Management*, Vol. EM-22, No. 2, May 1975, pp. 50-54.

An empirical study (115 R and D government agency subjects) examines the relationship between type of work planned and (1) participant's perceived uncertainties and (2) the centralization of decision-related communication net. Includes implications for the working manager.

Cooke, Robert *et al.* "Assessment of a Structural Task Approach to Organizational Development in School Systems," paper presented at Annual Meeting of American Educational Research Association, Chicago, IL, April 1974, 27 p. ERIC ED 097 354.

Examines a survey of Feedback-Problem Solving-Collective Decision intervention. Research refines an organizational development approach which provides schools with structure consistent with the environment of educational systems. Confirmed that structural intervention brought about significant favorable changes in teacher work attitude and organizational decision processes.

Czepiel, John A. "Patterns of Interorganization Communications and the Diffusion of a Major Technological Innovation in a Competitive Industrial Community," *Academy of Management Journal*, Vol. 18, No. 1, March 1975, p. 6.

The diffusion of technical information can be studied as a behavioral process. Special focus is placed on the effect of interorganizational communications and position in informal networks on the decision to adopt a major technological change in a well-established industry.

Danowski, James A. "An Information Processing Model of Organizations:

A Focus on Environmental Uncertainty and Communication Network Structuring," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 43 p. ERIC ED 099 900.

Presents a processing model of social systems with particular concern for large complex organizations. To explicate the sixteen assumptions and propositions of the model, the literature on environmental uncertainty, interorganizational communication, technology, and their effects on internal organizational processes is reviewed.

Danowski, James A. and Richard V. Farace. "Communication Network Integration and Group Uniformity in a Complex Organization," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 30 p. ERIC ED 098 631.

Discusses the limitations of research on group processes in complex organizations and the manner in which a procedure for network analysis is performed on data collected in an organization consisting of six groups. Moderate support for the hypothesis is found, suggesting that further exploratory research of this nature is justified.

Davidson, Janice R. and Thomas L. Reedy. "Project Communication," *Community College Frontiers*, Vol. 2, No. 2, 1974, pp. 31-33.

Describes a sample program utilizing occupational projects to improve job communications.

Deal, Terrence E. and Victor J. Baldridge. "An Organizational View of Education Innovation," Research and Development Memorandum No. 126, avail. Stanford University, CA, Stanford Center for Research and Development in Teaching, October 1974, 26 p. ERIC ED 097 757.

Argues that an organizational approach to educational innovation is likely to be more successful than an individualistic approach. After reviewing some of the shortcomings of innovation research in providing practical assistance to the administrator, it offers an organizational perspective on innovation and rules for developing effective organizational strategies.

Drenick, R. F. and A. H. Levis, "A Mathematical Theory of Organization," avail. Polytechnic Institute of New York, Department of Electrical Engineering and Electrophysics, Brooklyn, NY, October 1974, Contract N00014-67-A-0438-0012.

Investigates Organizational Theory and man - (sic) - machine systems. Relates machine-control systems to broad theories of organizations in an attempt to obtain optimal structure for organizations using machine-control systems.

Driggers, Preston F. "Synthetic Models of Organization: Towards a Preliminary Synthesis of the Literature," paper presented at the Annual Meeting of the Midwest Sociological Society, Omaha, NE, April 1974, 24 p. ERIC ED 099 968.

Illustrates how four major typologies can be interpreted within a composite, four-fold, polythetic typology. The result of this theoretical scheme is the identification of four synthetic types of organizations, (unitarian, political, ideational, and solidary). Additional typologies are drawn from relevant literature to define characteristics of the four synthetic types.

Ellis, Robert H. "The Planning and Management of Problem-Oriented, Interdisciplinary Research at Academic Institutions," avail. Rensselaer Hartford Graduate Center, CT, July 1974, 142 p. NSF/RA/E-74-002 Grant NSF-GI-39116.

Analyzes the planning and management requirements of interdisciplinary programs through case studies. Also identifies, evaluates, and recommends methods which can improve effectiveness of complex, integrated, interdisciplinary programs.

Farace, Richard V. and James A. Danowski. "Analyzing Human Communication Networks in Organizations: Applications to Management Problems," paper presented at the Annual Meeting of the International Communication Association, Montreal, Quebec, Canada, April 1973, 24 p. ERIC ED 099 943.

Investigates the networks of communication in organizations. Leads to an understanding of efficient and inefficient information dissemination as practiced in large systems and the role of the "Liaison Person"—the coordinator of intercommunication. Three sources of information are provided to resolve questions on the health or adequacy of a particular communication system.

Farace, Richard and Jerome Johnson. "Comparative Analysis of Human Communication Networks in Selected Formal Organizations," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 27 p. ERIC ED 098 630.

Briefly describes the organization of a "data bank" containing research on communication networks. Specifies the kinds of information compiled about various network properties. Discusses some specific results of the work done to date and presents some general conclusions about the overall project and its potential advantages to researchers in organizational communication.

Forbes, Raymond and Fredrick Nickols. "Educational Technology and Organizational Development: A Collaborative Approach to Organizational Change," paper presented at the Annual Meeting of the National Society for Performance in Instruction, Miami, FL, April 1974, 38 p. ERIC ED 096 946.

Provides rationale for collaboration between education technology and organizational development. The two systems are basically the same, that of systematically changing human behavior. The Command Action Planning System (CAPS) of the U.S. Navy is cited as a successful example because of cross-disciplinary aspects of system

theory and the integrative capabilities of the system model.

Ford, David L. Jr. "The Impact of Hierarchy and Group Structure on Information Processing in Decision Making: Application of Networks/Systems Approach, Purdue University, Lafayette, IN, May 1974, 53 p. ERIC ED 099 973.

A networks/system approach is proposed as an analytical perspective for the empirical investigation of structure as it relates to decision making and information processing in groups and hierarchical organizations. The study incorporates the communication network paradigm as a vehicle for the study of group structure and its effects on decision making and information flow.

Frank, Linda L. and J. Richard Hackman. "A Failure of Job Enrichment: The Case of the Change That Wasn't," avail. Yale University, Department of Administrative Sciences, New Haven, CT, March 1975, 34 p. Government Report Number TR-8 Contract N00014-67-A-0097-0026 Grant DL-21-09-74-14.

Evaluates the management of a stock transfer department of a large bank involving the creation of semiautonomous work groups within the larger department. Includes quantitative and qualitative data on the changes.

Gofman, B. I. "Certain Organizational Problems in the Management of Research Development Projects in an Industry Scientific Research Institute," avail. Army Foreign Science and Technology Center, Charlottesville, VA, August 1974, Report No. FSTC-HT-23-0218-74.

Discusses use of standard network models in planning scientific research projects. Uses models in serial production planning to reduce duration of the development-production cycle by 30 percent, and shortened production deadlines.

Grunig, James E. "A Multi-Systems Theory of Organizational Communication," paper presented at the Annual Meeting of the Association for Education in Journalism, August 1974, 42 p. ERIC ED 095 582.

Explains and introduces theory of organizational communication at several systems levels incorporating structure, behavior, and communication models. Theory is supported with data from five studies: internal communication in a utility company, consumer information in a food chain, public relations of 216 organizations, community development agency, and interorganizational communication.

Gulezian, Allen K. "Conducting Personnel Management Reviews in State Agencies—A Three Phased Program," *Public Personnel Management*, Vol. 4, 1975, pp. 394-399.

The State of Oregon has initiated a review of how well state agencies use their human resources. This program involves planning, onsite review, and follow-up. Paper discusses the Oregon experience.

Hackman, J. Richard *et al.* "A New Strategy for Job Enrichment," *California Business Review*, Vol. 17, Summer 1975, pp. 57-71.

Job enrichment theories are reviewed in order to set up a technology for job enrichment. A case is described in which the techniques were successfully applied.

Hayman, John L. Jr. "The Systems Approach and Education," *Educational Forum*, Vol. 38, No. 4, May 1974, pp. 493-501.

Presents a definition of the systems approach. Discusses how such an approach might be applied in education.

Irwin, Patrick H. "Toward Better Strategic Management," *Long Range Planning*, Vol. 7, No. 6, December 1974, pp. 64-67.

Discussion of the most appropriate course of action to take in order to achieve the long-range goals of an enterprise. The article concludes that strategic planning can revive the entrepreneural characteristics of a business which might otherwise be threatened.

Jurkovich, Ray. "A Core Typology of Organizational Environment," *Administrative Science Quarterly*, Vol. 19, No. 3, September 1974, pp. 380-394.

Presents a typology of sixty-four organizational environments. Discusses the implications of different environments for decision making, planning strategies, operations, and tactics.

Keegan, Warren J. "Multinational Scanning: A Study of the Information Sources Utilized by Headquarters Executives in Multinational Companies," *Administrative Science Quarterly*, Vol. 19, No. 3, September 1974, pp. 411-421.

Discusses the importance of human sources of information and sources outside the organization. Found that divisional boundaries, functional specialization, and level were barriers to information flow, and limitations of organizational effectiveness.

King, William R. and David L. McClelland. "A New Method for Strategic Systems Planning," *Business Horizons*, Vol. 18, August 1975, pp. 56-64.

System theory is operationalized by delineating "the objective of expansive problem solving; specifying requirements for effective systems planning, and applying a conceptual model of the dimensions of effective systems planning."

Landerholm, Merle E. "Building an Organizational Team," *New Directions for Community Colleges*, Vol. 3, No. 2, Summer 1975, pp. 53-62.

A Washington community college studied ways in which administrators relate to one another in the job setting. The study recognizes that a governance system is only as good as the people involved in the system. The article describes how the college with the assistance of a consultant developed a healthier physical and psychological

climate for those who are working in administrative environments.

Lee, M. B. and W. L. Zwerman. "Developing a Facilitation System for Horizontal and Diagonal Communications in Organizations," *Personnel Journal*, Vol. 54, No. 7, October 1974, pp. 400-401.

Getting the right information to the right place in time is a serious problem. Discusses how to get information moving by employing horizontal and diagonal approaches to communication to supplement the traditional vertical approach.

Mandell, Steven L. "The Management Information System is Going to Pieces," *California Business Review*, Vol. 17, Summer 1975, pp. 50-56.

Many computer-based information systems fail to support the decision-making process because of emphasis on large centralized computing facilities. A viable alternative is to distribute data bases into functional/operational units.

Meyer, Herbert E. "How the Boss Stays in Touch with the Troops," *Fortune*, Vol. 91, No. 6, June 1975, pp. 152-5.

The chief executive has elaborate strategems for keeping in touch with all his other executives. A number of these techniques have proved effective for some successful chiefs.

Monge, Peter R. and Kenneth K. Kirste. "Proximity: Location, Time, and Opportunity to Communicate," avail. California State University, San Jose, CA, Department of Speech Communication, March 1975, 24 p. Government Report No. TR-3 Contract N00014-73-A-0476-0001.

Report develops a conceptualization of proximity which attempts to deal with the weakness of it in large organizations. Three common weaknesses are given and describes a computer program, PROXVAL.

Monge, Peter R. and George N. Lindsey. "The Study of Communication Networks and Communication Structure in Large Organizations," paper presented at Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 44 p. ERIC 095 589.

Describes a set of procedures for analyzing communication networks in large organizations. Procedures include the identification and evaluation of various networks, assessment of organizational hierarchy, and evaluation of individual communication behavior.

Murray, Donald and Richard Schmuck. "The Counselor Consultant as a Specialist in Organization Development," avail. Oregon University Center for Advanced Study of Education Administration, July 1972, 10 p. ERIC ED 089 447.

Recommends that school counselor and organizational specialist roles could be made to fit into a single job description. Contends that counselors should modify their targets to improvements in organization's interpersonal processes. Author sees this as natural fit

between preventive approach to mental health and a systems orientation to human behavior.

Ouchi, William G. and John B. Dowling. "Defining the Span of Control," *Administrative Science Quarterly*, Vol. 19, No. 3, September 1974, pp. 357-365.

Proposes a new operational measurement of span of control. Seeks to improve understanding of organizational structure by developing a common language of measurement.

Patterson, Wade and Anthony Deville. "Team Building, OD Interventions, and Outcomes in a Public School," paper presented at the Annual Meeting of the American Educational Research Association, Washington, DC, March 31, 1975, 19 p. ERIC ED 103 968.

The paper describes a study of an organization development intervention with an eight-person teaching-support-administrative team in a suburban elementary school. Interviews conducted one month after departure of the external consultant revealed that the team showed improvement in task orientation, communication, time utilization, conflict management, collaboration, openness, and personal and professional relationships.

Patz, Alan L. "Performance Appraisal: Useful but Still Resisted," *Harvard Business Review*, Vol. 53, No. 3, May-June, 1975.

Interviews with seventy executives reveal political and interpersonal problems, as well as difficulties collecting and analyzing data. Author suggests four-stage approach to increasing performance appraisal effectiveness. These are (1) keep it simple, (2) keep it separate, (3) keep it contained, and (4) keep it participative.

Pfeffer, Jeffrey and Gerald R. Salancik. "Organizational Decision Making as a Political Process: The Case of a University Budget," *Administrative Science Quarterly*, Vol. 19, No. 2, June 1974, pp. 135-151.

Examines power of organizational subunits in decisions on resource allocation in a university. A significant relationship seems to exist between measures of departmental power and proportion of budget received.

Prather, Richard L. "Extending Life of Performance Appraisal Programs," *Personnel Journal*, Vol. 53, No. 10, 1974, pp. 739-743.

Faces up to the lack of longevity of performance appraisal programs. Suggests feedback and monitoring techniques as devices for maintaining an effective appraisal program while protecting the investment such programs require.

Pritchett, Price. "Employee Attitude Surveys: A Natural Starting Point for Organizational Development," *Personnel Journal*, Vol. 54, No. 4, 1975, pp. 202-205.

Suggests most employee attitude surveys uncover problems amenable to treatment with organizational development strategies. Outlines objectives and techniques for approaching attitude surveys and organizational development in a complementary manner. Some of these objectives are upward/downward communication, morale, education, and productivity.

Reeser, Clayton. "Executive Performance Appraisal—The View from the Top," *Personnel Journal*, Vol. 54, No. 1, 1975, p. 42.

Performance is measured in profits and accomplishment of management objectives while personal characteristics remain secondary. Subjective factors are an admitted influence but difficult to quantify says this study of top executives.

Reimann, Bernard C. and Avant Negovdlii. "Strategies of Administrative Control and Organizational Effectiveness," *Human Relations*, Vol. 28, No. 5, July 1975, pp. 475-485.

The results of a comparative study of 30 manufacturing firms in India indicated that the most effective organizations tended to choose a unidimensional strategy of administrative control.

Rice, Curtis and Ronald J. Whittaker. "Communications Tally Aids Office Layout," *Journal of Systems Management*, Vol. 26, February 1975, pp. 26-34.

Article presents procedures for measuring informal communication links in an organization. Specific orientation is toward planning a major facility move but may also serve as a type of communication audit. Authors list nine steps, including computer processing of tally sheet information, and construct a communication tally matrix.

Rice, William V. Jr. "A Systems Model for Labor-Management Negotiations in the Federal Sector," *Personnel Journal*, Vol. 53, No. 5, May 1974, pp. 331-337.

Develops a systems model for labor-management negotiations based on Executive Order 11491. Diagrams schematically the evolution of the collective bargaining system. Describes model testing procedures with the Air Force Industrial Relations System.

Ridgeway, Lou. "How We Communicate in San Diego," *Community and Junior College Journal*, Vol. 45, No. 9, December-January 1975, pp. 6-8.

Presents a communication flow chart. Includes information designed to improve the community-school relationship as well as intraschool communication.

Ruby, Bjarne. "Product Innovation in Organizations: Social Communications as An Amplifier of Information," *International Journal of Production Research*, Vol. 11, No. 4, October 1973, pp. 389-398.

A comparative study of thirty-one factories in the divergent industries of food processing and electronics reveals that the more channels of communication between bottom and top, the more innovative the organization's output.

Runkel, Philip and Warren Bell. "Some Conditions Affecting Organizational Processes in Schools—Second Installment," paper presented at Annual Meeting of the American Educational Research Association, Washington, DC, March 31, 1975, 29 p. ERIC ED 104 003.

Examines two main questions: What indicators of staff readiness are useful in planning an organizational consultation with a school staff? How can evidence of those indicators be effectively gathered? It is concluded that schools will benefit if, after a four-day training session, staff members are able to communicate in emotional situations, and if collaborative organizational innovation has been attempted at the school fairly recently. Included in the paper are samples of survey instruments suitable for gathering data about staff readiness.

Runkel, Philip and Richard Schmuck. "Findings From the Research and Development Program on Strategies of Organizational Change," CEPM-CASEA, Oregon University Center for Education Policy Management, September 1974, 41 p. ERIC ED 095 618.

Reports on a program to develop a theory and technology for structural and cultural change within public schools. Findings reported are sufficiently supported by evidence to act as useful guides. Publication lists findings of interest to consultants and researchers.

Sackman, H. "Planning, Management, and Evaluation of Community Action Programs," avail. Rand Corporation, Santa Monica, CA, October 1973, Report No. P-5099.

Planning, management, and evaluation are discussed as vital to implementing a program of community action. Emphasis is placed on problems encountered in developing community systems to implement an Alcohol Safety Program.

Scheele, S. D., George Rand, and Carlton Price. "Shipshaping," avail. from Smithsonian Institution, Washington, DC, July 1974, 159 p. Contract N00016-67-A-0399-0006.

Report contains an interpretive summary of the 1974 conference on improving ship management through the use of behavioral and social science approaches.

Somerville, James D."A Systems Approach to Management Development," *Personnel Journal*, Vol. 53, No. 5, May 1974, pp. 367-371.

Recommends system analysis as a means of assessing an organization's strengths and weaknesses. Includes recommendations for

utilizing the systems approach in structuring organizations and in training programs.

Swanson, Burton E. "Management Information Systems: Appreciation and Involvement," *Management Science*, Vol. 21, No. 2, October 1974, pp. 178-188.

Attributes failures in the implementation of management information systems to a lack of managerial "involvement" and "appreciation." The concepts in a real-world research setting are presented.

Taylor, Robert L. and James M. Utterback. "Longitudinal Study of Communication in Research: Technical and Managerial Influences," *IEEE Transactions in Engineering Management*, Vol. EM-22, No. 2, May 1975, pp. 80-87.

Examination of technical communication variables in an R and D laboratory revealed specific reactions to administrative change at eighteen mo th intervals. Network studies showed the significance of the gatekeeper role.

Tichy, Noel M. and Thore Sandstrom. "Organizational Innovations in Sweden," *The Columbia Journal of World Business*, Vol. 9, No. 2, Summer 1974, pp. 18-28.

Swedish industry experiments with worker's environments (e.g. no assembly line in auto plants). Providing meaningful work is the challenge in advanced societies. A professor describes several organizational innovations.

Tomassoni, Mark. "Towards a Communicative Theory of Organizational Planning," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 21 p. ERIC ED 093 010.

Paper exposes communication theorists to the concept of planning and accentuates three specific types of scientific planning: dialectic, delphi, and participatory online. Divided into three sections, contents include historical overview of the study of planning, inspection of the communicative implications resulting from scientific techniques, and future research needs.

Van De Ven, Andrew H. and Andre L. Delbecq. "A Task Contingent Model of Work-Unit Structure," *Administrative Science Quarterly*, Vol. 19, No. 2, June 1974, pp. 183-197.

Presents a model of structural variations between work-units in complex organizations. Suggests a taxonomy of alternative work-unit structures based on an analysis of the effects of task difficulty and task variability on intraorganizational structure.

Walker, Celine F. "Information Service for the National Organization for Women Studies Center: Design Recommendations," avail. National

Organization for Women, Los Angeles Chapter, Los Angeles, CA, May 1975.

An information center designed to meet the needs of the National Organization for Women, Los Angeles Chapter, is described. System design is applicable to other subject information centers.

Warren, Forrest. "California Four Cities Program: What You Always Wanted to Know About MBO (But Were Afraid to Ask)," avail. Jet Propulsion Laboratory, Pasadena, CA, October 1973, 12 p. U.S. Government Report No. NSF/RA/G-73-039.

Describes the implementation of the Management by Objectives (MBO) system in Pasadena. Provides information on why a system is needed, the prerequisites for implementing the system, common pitfalls to avoid, and justification.

Washington, R. O. "A Strategy for Services Integration: Case Management," avail. from East Cleveland Community Human Services Center, East Cleveland, OH, August 1974, 91 p. Grant SRS-11-57188.

Provides social services administrators and supervisors with a foundation for designing and implementing a delivery system. Presents theory of case management, and means to plan and mobilize resources to perform evaluation studies to determine if agency is effectively meeting responsibilities.

Weimer, George A. "Shop Talk Helps When The Talk Is In The Shop," *Iron Age*, Vol. 215, No. 2, January 1975, pp. 23-24.

Howard Deem (President of Conral International) explains his system of employee motivation. He encourages fraternization among managers and workers, thus reducing friction between foremen and workmen. He also sees response to workers' feedback essential.

White, Noel D. and Howard H. Greenbaum. "Why Audit Communications in Organizations?" paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 18 p. ERIC ED 096 711.

Presents a common sense proposal, as opposed to a documented proposal. Argues for the adoption of a periodic communication audit procedure in organizations. Paper does not furnish a communication audit procedure but proposes a rational for adopting such a procedure.

Wigand, Rolf T. "Interorganizational Communication Among Complex Organizations," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 21 p. ERIC ED 098 629.

Focuses on the environmental influences of change in the communication structure of organizations and argues that structural changes in communication networks are increasingly externally

induced. Examples of interorganizational communication are discussed, and the implications of interorganizational communication are presented.

Wilson, Michael. "Job Analysis for Human Resource Management: A Review of Selected Research and Development," avail. Manpower Management Institute, Washington, DC, December 1974, 88 p. Report No. DL-21-11-73-98.

Report on "state of the art" of job on the subject of job analysis. Discusses four major job analysis methods—the Department of Labor approach, the Upjohn Institute's Functional Job Analysis, the Health Services Mobility Study method, and the Position Analysis Questionnaire.

Zeira, Yoram. "Training the Top Management Team for Planned Change; Experimental Training via the System Approach," *Training and Development Journal*, Vol. 28, No. 6, June 1974, pp. 30-35.

Describes an experimental management training program designed to prepare managers for organizational change due to growth. Uses the systems approach to organizational analysis. Includes an evaluation of the program.

(No author; alphabetized by title)

"Build a Good Communication System," *Hydrocarbon Processing*, Vol. 53, No. 6, June 1974, pp. 153-54, 156, 158.

Management needs to focus its information flow, emphasize good documentation, give engineers an opportunity to talk with people at all levels of the organization. Only a caring and sensitive management can do this.

"Decision Making and Information Utilization in Three PHS Regional Offices," avail. Abt Associates, Inc., Cambridge, MA, September 1973, 255 p. Government Report No. AA-73-116-F Contract HSM-110-73-350.

Reports on six areas of decision making in regional offices of the Public Health Service component of Kansas City, Philadelphia, and Boston. Discussion of characteristics of the decision-making process and information resources through tables and figures of the data in the study survey.

"Do You Need An Employees' Annual Report?" *Industry Week*, Vol. 181, No. 13, June 24, 1974, pp. 45, 48-49.

Two companies find that annual reports to employees (added to ongoing communication programs) produce positive feedback. Followup must come after report distribution for maximum upward communication.

"To Be Perfectly Frank Means a Better Organization," *Industry Week*, Vol. 182, No. 12, September 16, 1974, pp. 46-50.

California's Saga Corporation has tried OD and likes it. Managers report improved performance based on team-building sessions which are truly open.

RESEARCH METHODOLOGY IN ORGANIZATIONAL COMMUNICATION

Literature concerned with research instruments, scales, tests, needs, and validation reports.

The following topics were among those placed in this classification: field research strategies, problems and techniques, and specialized bibliographies restricted to this area.

BOOKS AND DISSERTATIONS

Beaty, James L. *A Conceptual Model of a Principal's Management Information System.* Ed.D. Dissertation, Auburn University, 1975. DAI, Vol. 36, No. 2, p. 620-A.

Develops a conceptual model capable of serving as a guide for educators seeking to improve the school principal's decision making by utilizing a management information system (MIS). This model is an on-line, real time, computerized system consisting of hardware, software, documentation, and personnel.

Bruckner, Lila Y. *Development of an Instrument to Assess Business Writing Achievement.* Ph.D. Dissertation, University of South Carolina, 1974. DAI, Vol. 35, No. 10, p. 6300-A.

Develops an instrument to assess the business writing achievement of the entering Master of Accountancy and Master of Business Administration students of the University of South Carolina. The assessment instrument is intended to perform two functions: (1) identify students with satisfactory or outstanding business writing skills, and (2) diagnose deficits in business writing skills of students who failed the examination so that remediation can be undertaken.

D'Angelo, Anthony P. *A Complementary Management Information System Useful to Customer Service Intensive Industries.* D.B.A. Dissertation, Indiana University, 1974. DAI, Vol. 35, No. 10, p. 6302-A.

Develops a *Customer Service Information System* useful to customer service intensive industries. The research concentrated on the supplier-customer relationships existing in the manufacturer-distributor echelons of the plumbing and heating industries.

England, George O., O. P. Dhingra, and Haresh C. Agarwal. *The Manager and the Man: A Cross-Cultural Study of Personal Values.* Kent, OH: Kent State Press, 1974.

A theoretical framework and an accompanying research methodology for studying managerial value systems are developed. The methodology was applied to organizations in five countries and the resulting data in the form of 35 tables is included.

O'Connell, John H. *Delphi Assistance to Administration: The Development and Testing of An Aid to Educational Decision Making.* Ed.D. Dissertation, North Carolina State University at Raleigh, 1974. DAI, Vol. 36, No. 2, p. 649-A.

Proposes to accomplish two major purposes: (1) to determine whether the Delphi technique for collecting and converging group opinions can serve as an aid to educational decision making and (2) to determine the feasibility of developing a system (a self-explanatory manual and standardized forms) for enabling an administrator to use the Delphi technique in decision making.

Sackman, H. *Delphi Critique: Expert Opinion, Forecasting, and Group Process.* Lexington, MA: Lexington Books, 1975.

Presents a detailed discussion of the Delphi technique. Supplies data for evaluating the validity of results using the Delphi in various situations. Includes a 65-page annotated bibliography.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Brightman, Harvey J. "Leadership Style and Worker Interpersonal Orientation, A Computer Simulation Study," *Organizational Behavior and Human Performance*, Vol. 14, 1975, pp. 91-122.

A simulation model of a work group is tested against a work group formed in the laboratory. Some validity for the model is found.

Grimsley, Glen and H. F. Jarrett. "The Relation of Past Managerial Achievement to Test Measures Obtained in the Employment Situation: Methodology and Results—II," *Personnel Psychology*, Vol. 28, No. 2, 1975, pp. 215-231.

The authors illustrate the usefulness of a methodological approach which simulates projected task instructions. Applicants know that their employment depends on their test performance. The authors suggest data collected in initial assessment may be more valuable than commonly realized.

Hackman, J. R. and Greg R. Oldham. "The Job Diagnostic Survey: An Instrument for the Diagnosis of Jobs and the Evaluation of Job Redesign Projects," avail. Department of Administrative Sciences, Yale University, New Haven, CT, May 1974, Report No. TR-4.

Report describes the Job Diagnostic Survey (JDS). The JDS has gone through three cycles of revision and testing. Reliability and

validity data are summarized for 685 employees in 62 different jobs in seven organizations. Two supplementary instruments are described: (1) a rating form for assessing "target jobs" and (2) short form of the JDS.

Hofstrand, Richard K. and Lloyd J. Phipps. "Occupational Expectations: Nature, Correlates, and Utilization in Occupational Education," Department of Vocational and Technical Education, University of Illinois, 1973, 13 p. ERIC ED 091 550.

To gain greatest meaning and satisfaction from their work activities, persons should be able to more accurately identify and define their feelings, attitudes, and values related to the work world. The Occupational Expectations Inventory developed in this study is offered as a device to clarify expectations, values, and ethics.

Korman, A. K. and R. Tanofsky. "Statistical Problems of Contingency Models in Organizational Behavior," *Academy of Management Journal*, Vol. 18, June 1975, pp. 393-396.

Four problems with the contingency model are identified with the implication that a noncontingency approach may be appropriate in more cases than now believed.

La Rocco, James M., Eric K. Gunderson, and Larry M. Dean. "Organizational and Environmental Factors in Health and Personnel Effectiveness, II. Data Collection Methods, Test Instruments, and Criterion Variables," avail. Institute of Behavioral Research, Texas Christian University, Fort Worth, TX, December 1974, 44 p. Government Report No. IBR-75-9 Contract N00014-72-A-0179-0001.

Report describes use of test instruments and methodology in a large-scale study of naval and civilian organizations. The summary of procedures and instruments represents a comprehensive measurement system for analysis of naval organizations.

McCroskey, J. C., V. P. Richmond, and T. A. Daly, "Toward the Measurement of Perceived Homophily in Interpersonal Communication," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 10 p. ERIC ED 094 423.

Reports the development of a measure of perceived homophily. Four dimensions of response are observed: attitudes, values, appearance, and background. Additional results indicate th[illegible]pinion leaders are perceived as more homophillous than nor[illegible]s based on the dimensions of attitudes, values, and backgrou[illegible].

McGaan, Lee. "Grounded Research: Building Communication Theory for Communication Practice," paper presented at Midwest Summer Conference of the International Communication Association, Athens, OH, 1973, 15 p. ERIC ED 095 602.

Contends that researchers in organizational communication must be able to take their knowledge into the work-a-day world and make

themselves understood by people who are not social scientists. A theoretical approach supplies an alternative and is compatible with many techniques of research.

Mullen, David. "The School Organizational Development Questionnaire (SODQ)—A Diagnostic Study of the Human Organization in Schools," paper presented at the Annual Meeting of the American Educational Research Association, April 1974, 40 p. ERIC ED 089 431.

Purpose of study is to determine the nature of school organizational processes, as measured by the School Organizational Development Questionnaire (SODQ). Study (1) measures discrepancies nationwide in school organizational processes, (2) provides results of study to participating school, (3) provides documentation for replication, and (4) determines measurement characteristics of SODQ.

Nadler, David A. and G. Douglas Jenkins, Jr. "Effectiveness in Work Roles, Report 2: Measuring Working Conditions Through Standardized On-The-Job Observations," avail. Survey Research Center, Michigan University, Ann Arbor, MI, April 1975, 88 p. Government Report No. DLMA-92-26-72-35-2 Contract DL-92-26-72-35.

Report describes the development, use, and evaluation of standard on-the-job observations as a new source of information about the nature and quality of jobs.

Richards, William D. Jr. "Network Analysis in Large Complex Systems: Techniques and Methods—Tools," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 40 p. ERIC ED 098 626.

Divided into five major sections, this paper describes a new algorithm which has been implemented in an extended FORTRAN program which runs on a CDC 6500 Computer. The sections consist of network analysis and context, the algorithm and rationale, programing considerations, general running of program, and historical development.

Rutherford, Stanley R. "The Application of Critical Incident Procedures for an Initial Audit of Organizational Communication," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, 1974, 29 p. ERIC ED 098 624.

This paper discusses the concept of the critical incident technique, traces its early development in the training of airplane pilots during WW II, sketches the requirements of the typical steps, describes the few studies in communication using this technique, provides an evaluation, and briefly describes a study concerning department chairmen.

Schmidt, Frank L. *et al.* "A Performance Measurement Feasibility Study: Implications for Manpower Policy," avail. Department of Psychology, Michigan State University, East Lansing, MI, September 1974, 242 p.

Government Report No. DLMA-82-17-71-48-F Contract DL-82-17-71-48.

Study produces performance tests that are economically feasible, reliable, and content-valid. Asserts tests to be less disadvantageous to minority group members than paper-and-pencil measures. Study utilizes apprentices in the metal trades.

Schmuck, Richard *et al.* "Tailoring Consultation in Organization Development for Particular Schools. An Organizational Paper," avail. Oregon University, Eugene, OR, Center for Education Policy and Management, October 1974, 28 p. ERIC ED 103 949.

Discusses characteristics of school organizations and strategies of organizational development (OD) consultation as they relate to organizational change in schools. Reviews the characteristics of school organization, the sequential and cyclical aspects of OD intervention, dynamics of entry into an OD intervention, and various other issues. An annotated bibliography of relevant papers and books is included.

Schriesheim, C. A. and R. M. Stogdill. "Differences in Factor Structure Across Three Versions of the Ohio State Leadership Scales," *Personnel Psychology*, Vol. 28, No. 2, 1975, pp. 189-206.

Studies factorial similarity across the three scale versions within the sample. Facts available show the SBDQ is the most complex with LBDQ and LBDQ-XII following with decreasing complexity. The prior is the most useful for measuring consideration and initiating structure while the others are best suited for describing leadership behavior.

Selfridge, Richard J. and Stanley L. Sokolik. "A Comprehensive View of Organizational Development," *MSU Business Topics*, Vol. 23, No. 1, Winter 1975, pp. 46-61.

An operational model (an analogy compares a complex organization with an iceberg) provides a means to bridge the gap between OD practitioner and manager with 10 levels of specific change interventions.

Sells, S. B. "Men in Social Systems: Results of a Three Year Multiorganizational Study," avail. Texas Christian University, Fort Worth, TX, Institure of Behavioral Research (October 1974, 78 p. Report No. 1 BR-74-28.

Presents results of a three year study in the area of organizational structures, organizational climate, organizational models and relationships in that model, physical environment and its relationship to outcomes in an organization.

Sielken, R. L. Jr., L. Ringer, and M. O. Hartley. "Statistical Critical Path Analysis in a Cyclic Stochastic Network: Statistical Pert," avail. Texas

A & M University, College Station, TX, Institute of Statistics, November 1974, Report No. THEMIS TR-48.

Describes a procedure for obtaining information about a project's completion time when the project is composed of a large number of activities spanning several networks and subnetworks. Models are given and a computer program is offered.

Sims, Henry P. and William LaFollette. "An Assessment of the Litwin and Stringer Organizational Climate Questionnaire," *Personnel Psychology*, Vol. 28, No. 1, 1975, pp. 19-38.

Uses factor analysis to explore the validity and reliability of the Litwin and Stringer Organizational Climate instrument. Views organizational climate to be a perceptual filter generated from the sum of individual perceptions. Finds it unreliable and merely to be a measure of general affect tone toward other people and management.

Slusher, A. E. "A Systems Look at Performance Appraisal," *Personnel Journal*, Vol. 54, No. 2, 1975, pp. 114-117.

Takes a systems approach to performance appraisal as way of modeling interrelation of discrete aspects. As an open system concept it is characterized by inputs and outputs which permit boundaries to shift in response to the environment.

Smith, Ralph E. *et al.* "Experimental Approach to Organizational Climate Analysis," *Cost and Management*, Vol. 49, May-June 1975, pp. 34-39.

Article presents the results of an analysis of an accounting department to demonstrate the feasibility of a Climate Analysis Instrument (Semantic Differential). Helpful in isolating climate variables. Suggests corrective measures as a result of the findings.

Ware, John E. Jr. *et al.* "DYAD: A CCTV System with Computerized Coding to Evaluate Student Performance in the Clinical Interview," *Biomedical Communications*, November 1974, pp. 8-13.

Article describes a method of interview analysis in a clinical encounter toward efficient diagnosis of patients. It quantifies verbal and nonverbal behavior which is subsequently analyzed via digital computer. Twenty-nine categories are developed for both verbal and nonverbal behavior.

Weber, Jack R. and Thomas A. Hadd. "A Factor-Analytic Examination of the Internal Structure of a Maslow-Type Need Satisfaction Instrument," paper presented at the Annual Meeting of the American Psychological Association, Washington, DC, 1974, 12 p. ERIC ED 103 441.

Examination of the Porter Need Satisfaction Questionnaire (PNSQ) a thirteen-item questionnaire designed to measure a respondent's need satisfaction in five areas: security, social, esteem, autonomy, and self actualization. Sample consisted of 2,049 middle- and upper-level managers from 29 independent organizations and

agencies of State Government. Discusses findings for past and future research on job satisfaction.

Williams, Laurence K., John W. Seybolt, and Craig C. Pinder. "On Administering Questionnaires in Organizational Settings," *Personnel Psychology*, Vol. 28, No. 1, 1975, pp. 93-103.

Outlines problem areas in the actual administration of questionnaires to employees. Considers location to avoid "demand characteristics" of the administration site or classroom environment. Suggests approaches to introductions, proctoring, and the issue of anonymity.

Williams, Lee M. *et al.* "The Measurement of Machiavellianism: A Factor Analytic and Correlational Study of Mach IV and Mach V," paper presented at the Annual Meeting of the International Communication Association, New Orleans, LA, April 1974, 30 p. ERIC ED 094 427.

Analyzes the dimensionality of two scales—Mach IV (a twenty-item Likert type) and Mach V (a twenty-item force-choice type)—to measure Machiavellianism. Data collected from 246 undergraduates enrolled in a speech course at the University of Oklahoma. Appendixes include Mach IV questionnaire and Mach V attitude inventory with scoring sheet.

Wirt, John G., Arnold J. Lieberman, and Roger E. Leview. "R and D Management: Methods Used by Federal Agencies," avail. Rand Corporation, Santa Monica, CA, January 1974, 275 p. Report No. R-1156-HEW.

Describes R and D management methods used by selected U.S. Government Agencies. Intended as a reference for agency managers who can use it as a source of ideas for improving the management of their R and D programs.

Worbois, G. M. "Validation of Externally Developed Assessment Procedures for Identification of Supervisory Potential," *Personnel Psychology*, Vol. 28, No. 1, 1975, pp. 77-91.

Suggests straightforward methods for collecting and analyzing data which might be modified by a company in determining whether assessment procedures are related to demonstrated supervisory performance. Advocates multicompany research to permit generalization to all leader group situations.

(No author; alphabetized by title)

"Personal Affairs Career Ladder AFSC 73231, 73251, 73271, and 73294," avail. Air Force Occupational Measurement Center, Lackland AFB, TX, May 1975, 48 p. Government Report No. AFPT-90-732-159.

Report describes development of occupational survey instrument, its administration to job incumbents, and resulting summaries of performance of tasks by airmen grouped by skill level, experience level, and similarity of tasks.

TEXTS, ANTHOLOGIES, REVIEWS, AND GENERAL BIBLIOGRAPHIES

Literature relative to organizational communication that may be regarded as a text, collection of outstanding writings, or general bibliography.

Includes interpretive literature reviews relevant to the nature of the field, overviews of writings and research, shortcomings of research, etc.

Excludes texts, anthologies, reviews, and bibliographies devoted to only one of the other classifications. Such specialized works are classified under the particular area concerned.

BOOKS AND DISSERTATIONS

Applebaum, R. L., O. O. Jensen, and R. Carroll. *Speech Communication: A Basic Anthology.* New York: Macmillan Publishing Co., 1975.

Investigates communication in five areas including strategies, interpersonal, intrapersonal, terminology, and groups. These are discussed by noted authors in the field of group think, perception, conflict situations, and organizational communication.

Argyris, Chris and Donald A. Schon. *Theory and Practice: Increasing Professional Effectiveness.* San Francisco, CA: Jossey-Bass, 1974.

This book discusses the differences between the theory of organizational behavior and actual organizational behavior. It develops a methodology for the application of theory in order to increase organizational effectiveness.

Burack, Elmer H. *Strategies for Manpower Planning and Programming.* Morristown, NJ: General Learning Corporation, 1972.

Examines a variety of organizations and concentrates on optimum manpower utilization in public and private sectors. The book offers organizational criteria including case material on technological change, integrating planning and managerial obsolescence. Study questions and a bibliography are included.

Civikly, Jean M. *Messages: Reader in Human Communication.* New York: Random House, 1974.

A book of selected essays primarily focusing on interpersonal communication. It includes sections on general, nonverbal and verbal, interpersonal, intragroup, and mass communication. Communication problems (breakdowns and barriers) and guidelines to effective communication are also included.

Fromkin, Howard L. and John J. Sherwood, eds. *Integrating the Organization: A Social and Psychological Analysis.* New York: The Free Press, 1974.

This book is a collection of writings on the problems, implications, and effects of integrating an organization. Included are discussions of job selection for minorities, communication structures, minority personality factors, social structure and organizational change, and motivation.

Greenbaum, Howard H. and Raymond L. Falcione. *Organizational Communication Abstracts—1974.* A joint publication of the American Business Communication Association and the International Communication Association, Urbana, IL, 1975.

Provides 400 abstracts of the literature for the year 1974 in the form of a classified and annotated bibliography. Abstracts are divided into nine classifications of the organizational communication discipline; and each classification is divided as to (1) books and dissertations and (2) articles, papers, and U.S. Government publications. Research methods and limitations are outlined.

Haas, Eugene and Thomas E. Drabek. *Complex Organizations: A Sociological Perspective.* New York: Macmillan Company, 1973.

This book integrates theoretical and empirical research into a framework for studying the complex organization. An integral part of this framework is the organization's interpersonal structure. There are chapters on groups within the organization and organizational change.

Hanneman, Gerhard J. and William J. McEwen. *Communication and Behavior.* Reading, MA: Addison-Wesley, 1975.

This book is a collection of 20 original essays on different aspects of communication. It includes sections on information diffusion, organizational communication, advertising, mass communication, and communication research as well as discussions on communication processes, nonverbal communication, interpersonal communication, and persuasion.

Lorsch, Jay W. and John J. Morse. *Organizations and Their Members: A Contingency Approach.* New York: Harper and Row, 1974.

A study showing how organizational effectiveness is affected by organizational structure, environment, and member disposition. It elaborates the specific organizational elements which compose these variables.

Luthans, F. and R. Kreitner. *Organizational Behavior Modification.* Glenview, IL: Scott, Foresman and Co., 1975.

Presents principles of behavior modification based on operant learning theory. Describes an understanding of human behavior through the learning approach.

Makay, John J. and Beverly A. Gaw. *Interpersonal Communication: A Humanistic Approach.* Columbus, Oh: Charles E. Merrill, 1975.

This text in interpersonal communication includes a discussion of verbal and nonverbal communication. Interpersonal communication in small groups is also considered. It integrates empirical research findings into a humanistic framework.

Miller, Gerald R. and Herbert W. Simons, eds. *Perspectives on Communication in Social Conflict.* Englewood Clifs, NJ: Prentice Hall, 1974.

A book of readings on communication in conflict situations. Each article takes a different approach to the issues and methodologies associated with the subject. The book provides a useful summary of the literature on the role of communication in social conflict.

Negandhi, Avant R. *Organization Theory in an Open System: A Study of Transferring Advanced Management Practices to Developing Nations.* New York: Kennikat Press Corp. and Dunellen Publishing Co., 1975.

This book is a study of the practices and effectiveness of 126 industrial organizations in 7 countries. It includes discussion of manpower planning, selection, training, compensation, and motivation. It concludes with a discussion of the diffusion of advanced management practices to undeveloped countries.

Pollard, H. R. *Developments in Management Thought.* New York: Crane, Russak, and Co., Inc. 1974.

Summarizes the contributions of Argyris, Barnard, Fayol, Herzberg, Likert, McGregor, Taylor, and others. Categorizes their approaches to management in three groups: through the study of work, through an analysis of managerial experiences, and through knowledge from the "psycho-sociological sciences."

Porter, L. W., E. E. Lawler III, and J. R. Hackman. *Behavior in Organizations.* New York: McGraw-Hill, 1974.

Covers five basic subject areas: the nature of individuals and organizations, the development of individual/organization relationships, the structural influences on work behavior, the influence of organizational and social processes on work behavior, and suggestions for improving organizational effectiveness.

Robbins, Stephen P. *Managing Organizational Conflict: A Nontraditional Approach.* Englewood Cliffs, NJ: Prentice Hall, 1974.

Analyzes traditional managerial approaches to organizational con-

flict and concludes that these approaches are inadequate. Views conflict as functional as well as dysfunctional. Thus, he advocates strategies for optimizing conflict and in some cases creating it.

Roodman, Herman and Zelda Roodman. *Management by Communication.* Toronto and London: Methuen Publications, 1973.

Introduces two popular theories of management: (1) management by objectives (MBO), and Planning, Programming, and Budgeting (PPB). Unfortunately, the authors do not make clear how one makes the best use of communication skills to achieve MBO or PPB goals. The text can be divided into three sections: importance of communication, overview of current management practices, and discussion of MBO and PPB. Does provide sufficient insight into complexities of management to be useful.

Schneider, Arnold A. *Organizational Communication.* New York: McGraw-Hill, 1975.

This is a book which considers various management aspects of communication, but the language level places it beyond the reach of those who are beginners in the field. The book offers a good introduction to communication theory and provides many practical details which can be applied in many courses in communication and communication systems.

Tichy, Monique K. *Behavioral Science Techniques: An Annotated Bibliography for Health Professionals.* New York: Praeger Publishers, 1975.

This book first summarizes briefly the general research findings concerning organizational behavior and then provides an abstracted reference section of the literature in that particular area. It deals with both general and applied research.

Weiss, Dimitri. *Les Relations du Travail.* Deuxieme Edition, Paris: Dunod, Bordas, 1974. Written in French.

Undertakes to bring out clearly the true nature of labor relations, conflicts, and collective negotiations. Discusses how personnel should be represented and what part they should play. Includes chapters on the nature of information for all employees and communication within the organization.

ARTICLES, PAPERS, AND U.S. GOVERNMENT PUBLICATIONS

Adams, Gerald H. "Citizen Participation in Local Government (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, February 1975, 104 p.

Citizen participation in planning in urban administration is the basis for this 99-page bibliography. Discussions include advisory groups, feedback systems, involvement programs, leadership and

economic development. Use of mass media and communication are also included.

———. "Audiovisual Education (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, January 1975, 74 p.

Bibliography covers audiovisual aids, visual aids, and other supports useful for instruction in training. Domestic and foreign methods are included. Approximately 69 citations are included in the bibliography.

Bowers, David G. and Jerome L. Franklin. "Proceedings of Symposium on the Utilization of Organizational Indicator Data," symposium held at Institute for Social Research, Michigan University, Ann Arbor, MI, September 25-27, 1974, Contract N00014-67-A-0181-0056.

Presents the proceedings of the symposium, containing papers dealing with management information systems, human resources, computer programing data management, and methodological issues.

Bowers, John W. "Communication and Conflict," Speech Communication Association, Falls Church, VA, March 1974, 96 p. ERIC ED 091 796.

Papers in this special issue of "Speech Monographs" focuses on the communicative aspects of conflict as an important but neglected area of research. Bowers introduces the publication with "Beyond Threats and Promises," while David W. Johnson analyzes conflict literature in the longest paper, "Communication and the Inducement of Cooperative Behavior in Conflicts: A Critical Review."

Champoux, Joseph E. "Work and Nonwork: A Review of Theory and Empirical Research," avail. Irvine Graduate School of Administration, California University, January 1975, 73 p. Report No. TR-31.

Literature dealing with various aspects of the relationship between work and nonwork are reviewed. An assessment is made of current theoretical and empirical knowledge. Suggestions for directions of future research are given.

Dachler, Peter H. "Work Motivation and the Concept of Organizational Climate," Research Report No. 4, Department of Psychology, University of Maryland, College Park, MD, May 1974, 20 p. ERIC ED 097 533.

Reviews literature on organizational climate and its relationship to organizational behavior in an attempt to find a framework for interaction between personal and environmental variables and job satisfaction. Paper argues that explicitly stated expectancy models of motivation add clarity to the concept of organizational climate.

Dunnette, Marvin E. "A Research Center for the Study of Organizational Performance and Human Effectiveness," avail. Department of Psychology, Minnesota University, Minneapolis, MN, January 1975, 71 p. Report No. 4010.

Summarizes research activities at the Center for the Study of Organizational Performance and Human Effectiveness. Presents activities under these major areas: personal evaluating systems, ability testing, manager's values, motivation studies, test construction methods, significance of guidance tests, organizational studies, vocational interest measurement, manpower allocation.

Gatsoff, Carolyn. "Industrial Psychology (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, January 1975, 165 p.

The bibliography is an annotated compilation of 163 references dealing with theoretical and applied studies in industrial psychology.

———. "Job Satisfaction—A Bibliography with Abstracts," avail. National Technical Information Service, Springfield, VA, December 1974, Report No. COM-73-11710.

Contains 216 abstracts of research reports on job satisfaction, both civilian and military. Emphasis is placed on improvement of personnel development and management techniques.

Grooms, David W. "Management Games—A Bibliography with Abstracts," avail. Naval Technical Information Service, Springfield, VA, December 1974.

Presents 163 abstracts of studies on the application of game theory to management. Includes aids for decision making in education, military planning, economics, city planning. library systems, and water resources.

Heisler, W. J. "Patterns of OD in Practice," *Business Horizons*, Vol. 18, February 1975, pp. 77-84.

The status of organizational development in terms of level of awareness among managers and its application. Interventions in OD programs determined and major criticisms identified. Survey finds reported.

Hickson, Mark III, Howard Greenbaum, Raymond L. Falcione, and Gerald M. Goldhaber. "Symposium on Organizational Communication, 1975," *Journal of Applied Communications Research*, Vol. 3, November 1975, pp. 102-112.

This is an edited transcript of a program at the Eastern Communication Association held in March, 1975. The authors look at the current status of organizational communication through application, teaching, and research.

Jwaideh, Alice and H. S. Bhola. "Research in Diffusion of Educational Innovations: A Report with an Agenda," avail. School of Education, Indiana University, Bloomington, IN, 1974, 120 p. ERIC ED 096 950.

Reviews five papers presented at Research Conference in Instruc-

tional Systems Technology. Discusses the need for developing behavioral science and applying it to the problems of organizational development. Points out use of applied behavioral science concepts and its emphasis on the system instead of on the individual.

Kennicott, Patrick C. "Bibliographic Annual in Speech Communication: 1974 Vol. 5," avail. Speech Communication Association, Falls Church, VA, 1974, 307 p. ERIC ED 102 624.

Annotated bibliography devoted to maintaining a record of graduate work in speech communication. Provides abstracts of doctoral dissertations, and makes subject area of bibliographies available. Also included is an "Index to Academic Departments Report Masters Theses and Doctoral Dissertations," by Flora Lisa Miller.

Kerr, Steven and Chester Schriesheim. "Consideration, Initiating Structure, and Organizational Criteria—An Update of Korman's 1966 Review," *Personnel Psychology*, Vol. 27, No. 4, 1974, pp. 555-568.

Reviews consideration-initiating structure literature. Consideration refers to job related mutual trust, while initiating structure reflects role structure and goal attainment. Resolves these leadership behavior dimensions by suggesting additional research.

Kilimoski, R. *et al.* "An Annotated Bibliography on Social Reinforcement: Evaluative Abstracts of Research and Theory," avail. Department of Psychology, Ohio State University, Columbus, OH, August 1974, U.S. Government Report No. AFHRL-TR-74-9-(II).

Contains 234 abstracts of social reinforcement studies covering 1964 to 1972. Classifies studies according to those which moderate the effectiveness of social reinforcement.

LaFollette, W. R. "How is the Climate in Your Organization?" *Personnel Journal*, Vol. 54, No. 7, 1975, pp. 376-379.

Reviews the relative merits of tools for measuring organizational climate. Refers to research while commenting on Litwin's and Stringer's Organizational Climate Questionnaire and the Organizational Practices Questionnaire by House and Rizzo. Concludes with discussion of the importance of organizational climate.

Lawrence, James R. "Organizational Climate: A Review of Theory and Research," *Psychological Bulletin*, Vol. 81, No. 12, 1974, p. 1096-1112.

Previous organizational climate research, definitions, and measurement approaches are reviewed and differentiated into three categories: (1) a multiple measurement organizational attribute approach, (2) a perceptual measurement individual attribute approach, and (3) a perceptual measurement organizational approach.

Raben, Charles S., Michael T. Wood, and Milton D. Hakel. "Social Reinforcement: A Review of the Literature," avail. Department of Psychol-

ogy, Ohio State University, Columbus, OH, August 1974, Government Report No. AFHRL-TR-74-9 (I).

Summarizes major studies and theoretical positions available to incentive motivation research. Concludes with a summary of social reinforcement concepts and research in motivation, performance, training, and awards.

Root, V. M. "Communication Directory," avail. Council of Communication Societies, Silver Spring, MD, 1973-74, 184 p. ERIC ED 091 795.

Directory contents include the following lists: Associations, Association Meeting calendars, Research Centers, Research Organizations, Research Data Sources, Research Glossaries, Education Information Sources, Subject Index, and Organizational Index.

Steinfatt, Thomas M. "Behavioral Studies in Communication. A Selected Bibliography, 1973," avail. Speech Communication Association, Falls Church, VA, 1974, 46 p. ERIC ED 102 627.

Studies in communication behavior listed in a selected bibliography published during 1973. Entries are listed under 12 categories.

———. "Behavioral Studies in Communication, 1972: A Selected Bibliography," avail. Speech Communication Association, Falls Church, VA, 1974, 18 p. ERIC ED 091 776.

Bibliography consists of pertinent articles in academic journals related to behavior studies and communications during the period of January 1, 1972 through May 31, 1973. Eleven categories are covered (e.g. research methodology, theory and theory construction, teaching, persuasion and attitude change, and nonverbal communication).

Young, Mary E. "Police (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, May 1975, 205 p.

Bibliography includes studies of procedures, management, training, and behavior which will be of interest to police departments, urban planners, and others involved in studying the police functions. Bibliography contains 200 abstracts.

———. "User Needs in Documentation and Information (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, January 1975, 65 p.

The sixty reports abstracted present methods used to determine user needs in informations systems.

———. "Labor Relations (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, February 1975, 174 p.

Cites 169 studies dealing with various aspects of labor problems

in the U.S.; labor union's relation with management, minority problems, job satisfaction, and economic problems.

———. "Work Attitudes in the Military (A Bibliography with Abstracts)," avail. National Technical Information Service, Springfield, VA, February 1975, 103 p.

The attitudes of military personnel towards their jobs is presented in 98 citations. Also included are reports on the work attitudes of civilian personnel employed by the military.

(No author; alphabetized by title)

"ERIC Abstracts: A Collection of ERIC Document Resumes on Management by Objectives," ERIC Abstract Series, Number 32, American Association of School Administrators, Washington, DC; National Academy for School Executives; Oregon University, Eugene, OR, ERIC Clearinghouse on Education Management, 15 p. ERIC ED 091 799.

Annotated bibliography includes documents on setting and managing objectives. Reproduction service, and the abstract documents are listed alphabetically by author and in number.

"Fundamentals of Supervision," avail. New Mexico State Personnel Office, Santa Fe, NM, March 1974, 103 p. Report No. USCSC-73-NM-03.

This report reviews theories of supervision, supervision and leadership, understanding human behavior, human relations, delegation of authority, effective communication, dealing with problem workers, the employee interview, and the supervisor's role in labor relations.

"Human Resources Research Organization, Bibliography of Publications, Presentations during Fiscal Year 1972-1974," 120 p. ERIC ED 105 155.

Lists publications and presentations of 1974 and an annotated section incorporates material from the "Bibliography of Publications and Presentations 1972-1973." Abstracts are provided. Appendices list technical reports and professional papers by number, author index, sponsor index, and subject index.

"Leadership Styles, the Best of ERIC," Number 5, Oregon University, Eugene, OR, ERIC Clearinghouse on Educational Management, January 1975, 5 p. ERIC ED 099 953.

Annotated bibliography presents 24 articles and documents from the ERIC system. The sources cited discuss leadership in relation to personal qualities, behavior theories, organizational influence, and changing administrator roles.